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United Nations

Strategic framework for the period 2010-2011

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Sixty-third Session
Supplement No. 6

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Preface

1. The General Assembly, in its resolution 58/269 entitled "Strengthening of the United Nations: an agenda for further change", requested the Secretary-General to prepare, on a trial basis, for submission to the General Assembly at its fifty-ninth session, a strategic framework to replace the four-year medium-term plan, which would comprise in one document:

(a) Part one: a plan outline, reflecting the longer-term objectives of the Organization;

(b) Part two: a biennial programme plan, to cover two years.

2. The General Assembly also affirmed in that resolution that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Pursuant to that resolution, the proposed strategic framework for the period 2006-2007 was submitted to the Assembly at its fifty-ninth session, through the Committee for Programme and Coordination at its forty-fourth session, in 2004. No decision could be reached on part one: plan outline. The Committee did not recommend approval of part one and the Assembly, in its resolution 59/275, decided to adopt only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.[1]

3. The proposed strategic framework for the period 2008-2009, comprising part one: plan outline[2] and part two: biennial programme plan,[3] was submitted to the General Assembly at its sixty-first session, through the Committee for Programme and Coordination at its forty-sixth session, in 2006. The Committee did not recommend approval of part one. The view was expressed that the plan outline focused on format and did not provide an idea of the challenges facing the Organization, of lessons learned, of positive experiences of the past period or of strategies to reform the Organization.

4. In its resolution 61/235, the General Assembly, having considered the report of the Committee for Programme and Coordination,[4] endorsed the conclusions and recommendations contained therein with respect to the biennial programme plan for the period 2008-2009 subject to the provisions of that resolution, and decided not to take a decision on the content of part one: plan outline. The Assembly therefore adopted only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.[3]

5. The General Assembly, in its resolution 58/269, requested the Secretary-General to submit a report, through the Committee for Programme and Coordination, reviewing the experiences gained with the changes made in the planning and budgeting process, in order to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic

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[1] *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6* and corrigendum (A/59/6/Rev.1 and Rev.1/Corr.1).

[2] A/61/6 (Part one).

[3] *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

[4] Ibid., *Supplement No. 16* and corrigendum (A/61/16 and Corr.1).

framework, including the necessity of maintaining part one. By its resolution 62/224, the Assembly endorsed the conclusions and recommendations of the Committee for Programme and Coordination on programme planning as contained in its report,[5] and decided, inter alia:

- To maintain the strategic framework as the principal policy directive of the United Nations, which serves as the basis for programme planning, budgeting, monitoring and evaluation, with effect from the biennium 2010-2011
- To continue to include part one: plan outline in the strategic framework
- To request the Secretary-General to improve the format of part one and the reflection of the longer-term objectives therein by, inter alia, elaborating on the priorities of the United Nations agreed to by the Member States, in accordance with resolutions 59/275 and 61/235.

6. The Secretary-General submitted to the General Assembly at its sixty-third session, through the Committee for Programme and Coordination at its forty-eighth session,[6] the proposed plan outline and biennial programme plan of the strategic framework for the period 2010-2011.[7] For its deliberations the Committee also had before it a conference room paper prepared by the Secretariat on the review of part two: biennial programme plan by the relevant sectoral, functional and regional bodies.

7. The General Assembly, in its resolution 63/247 entitled "Programme planning", having considered the report of the Committee for Programme and Coordination,[6] endorsed the conclusions and recommendations contained therein with respect to the strategic framework for the period 2010-2011, part one: plan outline, and part two: biennial programme plan.[7] By its decision 63/538, the Assembly decided to approve programme 19, Human rights, of the proposed strategic framework for the period 2010-2011, as contained in the annex to that decision.

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[5] Ibid., *Sixty-second Session, Supplement No. 16* (A/62/16).

[6] Ibid., *Sixty-third Session, Supplement No. 16* (A/63/16).

[7] A/63/6 (Part one) and A/63/6 (Prog. 1-27).

[11 February 2009]

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Part one: plan outline

I. Background

1. The strategic framework for the period 2010-2011 has been prepared pursuant to General Assembly resolutions 58/269, 59/275, 61/235 and 62/224 and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

2. The General Assembly, in its resolution 58/269, requested the Secretary-General to prepare, on a trial basis, for submission to the Assembly, a biennial strategic framework to replace the four-year medium-term plan which would comprise in one document (a) part one: a plan outline, reflecting the longer-term objectives of the Organization; and (b) part two: a biennial programme plan to cover two years. The Assembly affirmed that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Pursuant to that resolution, the proposed strategic framework for the period 2006-2007 was submitted to the Assembly at its fifty-ninth session, through the Committee for Programme and Coordination at its forty-fourth session, in 2004. No decision could be reached on part one: plan outline. The Committee did not recommend approval of part one and the Assembly, in its resolution 59/275, decided to adopt only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.[1]

3. The proposed strategic framework for the period 2008-2009, comprising part one: plan outline[2] and part two: biennial programme plan,[3] was submitted to the General Assembly at its sixty-first session, through the Committee for Programme and Coordination at its forty-sixth session, in 2006. The Committee did not recommend approval of part one. The view was expressed that the plan outline focused on format and did not provide an idea of the challenges facing the Organization, of lessons learned, of positive experiences of the past period or of strategies to reform the Organization.

4. In its resolution 61/235, the General Assembly, having considered the report of the Committee for Programme and Coordination,[4] endorsed the conclusions and recommendations contained therein with respect to the biennial programme plan for the period 2008-2009 subject to the provisions of that resolution, and decided not to take a decision on the content of part one: plan outline. The Assembly therefore adopted only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.**Error! Bookmark not defined.**

5. The General Assembly, in its resolution 58/269, requested the Secretary-General to submit a report, through the Committee for Programme and Coordination,

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[1] *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6* and corrigendum (A/59/6/Rev.1 and Rev.1/Corr.1).

[2] A/61/6 (Part one).

[3] *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

[4] Ibid., *Supplement No. 16* and corrigendum (A/61/16 and Corr.1).

reviewing the experiences gained with the changes made in the planning and budgeting process, in order to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic framework, including the necessity of maintaining part one. By its resolution 62/224, the Assembly endorsed the conclusions and recommendations of the Committee for Programme and Coordination on programme planning as contained in its report,[5] and decided, inter alia:

- To maintain the strategic framework as the principal policy directive of the United Nations, which serves as the basis for programme planning, budgeting, monitoring and evaluation, with effect from the biennium 2010-2011
- To continue to include part one: plan outline in the strategic framework
- To request the Secretary-General to improve the format of part one and the reflection of the longer-term objectives therein by, inter alia, elaborating on the priorities of the United Nations agreed to by the Member States, in accordance with resolutions 59/275 and 61/235.

6. As requested by the Committee in paragraph 50 of its report to the General Assembly at its sixty-first session,**Error! Bookmark not defined.** section V below provides a table with information for each programme, setting out the entities responsible for each subprogramme.

II. Longer-term objectives of the Organization

7. A principal criterion established by Member States for the preparation of the strategic framework is the setting of longer-term objectives consistent with all the relevant legislative mandates in all areas of the activities of the United Nations. While it is not practical to list all the relevant mandates contained in part one: plan outline, the mandates collectively form the basis for the preparation of proposals for the period 2010-2011. Consequently, the strategic framework for the period 2010-2011 is a translation of legislative mandates into programmes and subprogrammes. A summary listing of key legislative mandates is included at the end of each programme in part two: biennial programme plan.

8. Consistent with past practice, the objectives stated in part two: biennial programme plan, are not limited to a two-year period and consequently contribute to the overall longer-term objectives of the Organization. In accordance with resolution 59/275, the strategic framework for 2010-2011 has been prepared taking due account of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration (resolution 55/2) and the outcomes of the major United Nations conferences and international agreements since 1992, including the 2005 World Summit Outcome (resolution 60/1). Priorities for the period 2010-2011 are detailed in section III below, and further information on the format and structure of the strategic framework and the incorporation of legislative mandates therein is detailed in section IV.

9. Promoting economic growth and sustainable development, responding to unprecedented challenges to international peace and security and enhancing respect for human rights around the world represent the abiding long-term objectives of the

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[5] Ibid., *Sixty-second Session, Supplement No. 16* (A/62/16).

Organization and the three pillars of its work, namely peace and security, development and human rights, as agreed at the 2005 World Summit. In seeking to achieve them, the United Nations will be guided by three key principles of action: delivering results for people most in need; creating a stronger United Nations through full accountability; and securing global goods for a peaceful and better world in the twenty-first century.

10. The United Nations has a long and proud history of establishing norms and principles that have promoted a safer, more prosperous and just world. It can and must continue to do so. However, demands for United Nations engagement, in terms of both scope and geography, have increased. To meet those demands with limited resources, the Organization needs to define clear priorities, specific goals and timelines. Guided by the strategic framework, the Organization is further making an explicit effort to concentrate resources where it can have the largest impact. In this way the Organization will aim to deliver results for the people most in need.

11. To achieve optimal results, it is imperative to create a stronger United Nations through full accountability. Accountability must serve as a fundamental organizing principle within the Secretariat and serve as an operational guideline for strengthening the relationships between the Organization and the Member States, and their constituents. Over the next biennium, it will guide Secretariat reforms.

12. The number of global threats that endanger the assured livelihoods of individuals, the safety of communities and the security of States around the world is growing. Those threats are likely to pose great challenges to our common commitment to build a more prosperous future for all nations and peoples. With its universal membership, strong capacity and comparative advantage of catalysing collective action by all countries, and its ability to build new and variegated multi-stakeholder alliances, the United Nations is uniquely placed to lead the effort to address global threats and secure global goods. Though the solutions to the challenges facing us will need to be global, the locus of responsibility of actions will have to remain primarily at the national level.

Delivering results for the people most in need

13. The world is currently facing a development emergency. While significant progress in achieving the Millennium Development Goals has been made, thanks to the mobilization of all development partners,[6] regrettably, as the midpoint to the 2015 deadline passes, millions of people are still trapped in structural poverty and go hungry every day. Nowhere is extreme poverty as entrenched and as structurally rooted as in Africa. Millions of lives literally hang in the balance.

14. Africa, the only region currently at risk of not achieving the Millennium Development Goals by 2015, must remain high on the agenda of the Organization. With that in view, in September 2007 the Secretary-General launched the Millennium Development Goal Africa Steering Group which brings together the leading international financial institutions dealing with Africa's development. Its function is to galvanize support for scaling up the implementation of the Goals. While the United Nations must address Africa's urgent needs, the Organization's

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[6] Including Governments, international governmental institutions, local authorities, civil society and non-governmental organizations and the private sector.

attention should not be diverted from promoting the social and economic progress of impoverished populations living in non-African least developed countries and in middle-income countries, for example in Latin America and Asia.

15. In mid-2008, the development emergency took on a new dimension with the unprecedented increases in the price of food and overall import bills for the poorest countries. The increases were accompanied by diminishing food stocks. To address the issue, the United Nations will continue to work along the following two tracks: to develop responses that address the short-term humanitarian, political, developmental and security-related challenges posed by the crisis; and to work with the wider international community to develop and implement longer-term, multifaceted policies that seek to reverse this dangerous trend.

16. The food crisis highlights the serious threats a volatile global economy, unstable financial systems and climate change pose to development. The Organization will spare no effort to deliver on development and will work to enhance international cooperation through the framework of the Monterrey Consensus[7] and through ongoing negotiations on an international trade regime.

17. To deliver the requisite leadership on development, the United Nations will need a more coherent, focused and reinvigorated approach, building on the integration of the normative and operational strengths of the Organization as a whole. If the Organization is to strengthen its capacity to deliver effectively on its development mandates, it will need the full, consistent and continuous support of all Member States.

18. The United Nations has a core responsibility and mandate to respond to the humanitarian needs of the most vulnerable people affected by conflicts and natural disasters around the world. Delivering relief more effectively, predictably and accountably must be a core objective of humanitarian reform. To that end, the United Nations will continue to strengthen its humanitarian response capacity through the cluster approach, further strengthen the humanitarian coordinator system, build on old partnerships and develop new ones, and work with international partners to ensure predictable funding.

19. Thanks to the launch two years ago of the Central Emergency Response Fund, the United Nations has drastically improved the effectiveness of its humanitarian response to crisis situations around the world. The Fund helps to ensure that funds are available from the earliest moments of a crisis when the greatest number of lives are endangered and ensures that the so-called "neglected crises" are not overlooked. While funding for the Fund is on a voluntary basis, the Organization should work to encourage Member States to continue their commendable support to this vital life-saving tool.

20. The focus of United Nations efforts during the next biennium will be to further mainstream the above-mentioned aspects of humanitarian reform into the humanitarian work on the ground, that is, deployment of surge capacity, needs assessment, resource mobilization, coordination of relief work and information management.

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[7] *Report of the International Conference on Financing for Development, Monterrey, Mexico, 18-22 March 2002* (United Nations publication Sales No. E.02.II.A.7), chap. I, resolution 1 annex.

21. In the meantime, the Organization should strengthen its efforts to promote effective disaster risk reduction strategies that will limit the exposure and vulnerability of communities and will build the resilience of nations and communities to natural hazards.

22. The promotion of international peace and security remains at the core of the work of the United Nations. The persistence of conflicts, frozen as well as active, including those in the Middle East, Iraq and Afghanistan, as well as the emergence of new areas of tension such as those in the Horn of Africa, pose challenges to which the United Nations cannot afford to remain indifferent. Thus, delivering results for a peaceful and secure world is an important feature of the proposed strategic framework. Peace within and among nations is one of the most precious of goods. The absence of peace and the persistence and exacerbation of armed conflicts have devastating effects on civilian populations, drastically undermine countries' development efforts and seriously strain the United Nations scarce financial and human resources. That strain in turn undermines the Organization's ability to deliver on its commitments.

23. For the preceding reasons, the prevention of conflict, early warning, mediation support and establishment of a more integrated and effective United Nations approach in responding to conflict and supporting sustainable peace processes are at the heart of the work of the United Nations and, under the Charter of the United Nations, are key responsibilities of the Secretary-General. To address increased demand for such services, the Organization must establish a more integrated and systematized approach.

24. Continuing to strengthen the Department of Political Affairs, which has been mandated to lead that work, is central to enhancing the Organization's ability to be more proactive and provide a more effective platform for preventive diplomacy and good offices in the service of Member States. To that end, the Department of Political Affairs is improving regional coverage; increasing its capacity to offer political advice on cross-cutting issues; and reinforcing specific management coordination and support functions. The proposed reconfiguration to strengthen the Organization's ability to provide good offices in the prevention and resolution of disputes between and within nations is critical to the effective delivery of political mandates for a peaceful and more secure world.

25. Strengthening the capacity of the Organization to manage and sustain peacekeeping operations must remain a top priority. In that regard, the restructuring of the Department of Peacekeeping Operations and the creation of a Department of Field Support were timely in helping the Organization cope more effectively with its heavy and complex responsibilities. The new architecture has helped ensure the more efficient and accountable management of resources both at Headquarters and in the field. However, those reforms alone will not suffice. Strengthening and leveraging partnerships with regional organizations that can provide peacekeeping support is essential. Similarly, without the full political, financial and logistical backing of Member States at all stages, peacekeeping operations are liable to fail and credibility will be severely damaged. While conflict prevention and peacekeeping are critical, it is equally important to ensure that societies emerging from conflict do not fall back. The Peacebuilding Commission and the Peacebuilding Support Office will help to sustain peace in conflict-affected

countries by garnering international support for nationally owned and led peacebuilding efforts.

26. The threat to international peace and security posed by terrorism has increased in salience in recent years. It is a threat to every nation and all peoples, and thus collective action by Member States is imperative. The United Nations is uniquely placed to counter terrorism. The counter-terrorism strategy adopted by the General Assembly in 2006 represents an important step in the right direction. Its full implementation by all stakeholders must remain a shared objective of the global community. Actions against the world drug problem, global criminal activity and terrorism in all its forms and manifestations are a common and shared responsibility that must be addressed in a multilateral setting and require an integrated and balanced approach. The Organization must make the world safer from drugs, crime and terrorism, which interact profoundly with development, peace and security and the rule of law. Recognizing the need to bridge divides and overcome prejudice, misconceptions and polarization that result in extremism and potentially threaten world peace, the Organization needs to encourage coalitions to advance mutual respect for diversity in religious beliefs and traditions and reaffirm humankind's increasing interdependence in all areas: environment, health, economic and social development, and peace and security. Realization of that objective is sought through the Alliance for Civilizations initiative.

27. The Organization's commitment to protecting human life must, as underlined by world leaders at the 2005 World Summit, first and foremost reside in the unequivocal resolve to promote universal respect for and protection of human rights and fundamental freedoms for all. The year 2008 offered a unique opportunity for a year-long campaign to commemorate the sixtieth anniversary of the Universal Declaration of Human Rights. The Organization should rededicate itself to the urgency of bringing human rights to the people of the world and strive to help them to achieve a higher standard of life.

28. The Human Rights Council should play an essential role in that regard, including through its agreed universal periodic review mechanism. The effective operation of the mechanism should continue to be given high priority. The endeavour should be guided by the holistic vision of human rights enshrined in the Universal Declaration of Human Rights and the Charter of the United Nations.

29. Closely linked to the guaranteeing of human rights is the responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity. The responsibility to protect principle offers a powerful new tool for implementing, not supplanting, human rights, humanitarian norms and humanitarian law. It represents a cardinal achievement of the 2005 World Summit, which reaffirmed that the responsibility to protect citizens and other civilian populations in specific conflict situations is part of the compact that validates the inalienable and sovereign rights of Member States. Efforts to engage Member States to reach agreement on a set of practical measures for implementation should be actively pursued. Such initiatives form an integral part of the Organization's efforts to promote the rule of law in all aspects of the United Nations work.

30. The Organization's ability to deliver results for the most needy and to achieve the Millennium Development Goals will depend in large part on its ability to enhance the overall coherence of operational activities at the country level. The intergovernmental consultation process on system-wide coherence presently under

way should build upon the guidance provided by the General Assembly on United Nations operational activities for development in the context of the triennial comprehensive policy review of operational activities for development of the United Nations system. It is fitting that the Assembly, in its resolution 62/208, also recognized that strengthening the role and capacity of the United Nations development system to assist countries in achieving their development goals required continuing improvement in its effectiveness, efficiency, coherence and impact.

31. Member States should continue to address those matters in a pragmatic and open-minded manner, learning from the eight countries that piloted the "delivering as one" initiative. The focus must be on developing a more robust framework for the delivery of operational activities. The establishment of adequate governance structures at Headquarters and the provision of sufficient funding should go hand in hand with sound development strategies that are nationally owned and led. For its part, the United Nations system will remain committed to working in a more coherent manner and to advancing its work on harmonizing its business practices. In that regard, strengthening the capacity of the United Nations to address the pressing demands of the neediest would represent one of the most important objectives that Member States are working for.

32. An important feature of the United Nations strategy for delivering results for the neediest is the continued strengthening and rationalization of the United Nations architecture for gender equality and the empowerment of women. Developing system-wide gender expertise and mainstreaming gender perspectives into humanitarian, development and security policies and programmes will continue to be given priority for the United Nations system.

Creating a stronger United Nations through full accountability

33. In order to deliver on the increasing demands for its services, the Organization needs to be stronger, more effective and more modern. On the basis of mandates agreed by world leaders at the 2005 World Summit and subsequent mandates of the General Assembly, a large number of wide-ranging reforms are now being implemented. Further initiatives are still in the preparatory stages. The nature and scope of responsibilities entrusted to the Organization calls for the strengthening of the its overall accountability framework and demands that its top managers meet and cultivate the highest standards of ethical conduct and integrity.

34. Achieving optimal results will require establishing full accountability by all parties involved. First, it is necessary to achieve full accountability within the Secretariat. That will require adopting an integrated approach that brings together all the aspects of a modern, transparent and performance-driven Organization with an accountability architecture that integrates performance, integrity and compliance mechanisms. Those elements will be operationalized through establishing compacts with senior managers that set out targets and commitments. In addition, the Organization needs a workforce that is professional, mobile and capable of multi-tasking; greater career and growth opportunities; better responsiveness and support to our colleagues in the field; a fully functioning system for the administration of justice; more modern tools and better information and communications technology, including the introduction of an enterprise resource planning system. The current

changes being effected in the area of management of the Organization's work programmes — for example, compliance with the International Public Sector Accounting Standards, a better focus on achieving results, more up-to-date information and communications technology, familiarization with risk management — are aimed at ensuring, both in the short and in the longer term, a better managed Organization that will not only be able to function more efficiently and effectively in the delivery of mandates but will also be better prepared, particularly in terms of transparency and accountability, to meet new challenges. The success of the Organization in delivering its mandates will depend not only on its ability to assess, analyse and provide solutions to the many problems to be addressed but also on its ability to manage its work competently and proficiently towards meeting its objectives. The Organization must do the right things and also do things right. Finally, the Organization must hold senior managers accountable for ensuring that gender equality and women's empowerment continue to be a priority throughout the United Nations system.

35. Second, it is necessary to continue strengthening the Secretariat's accountability to Member States, by striving to ensure that the United Nations system works and delivers as one to meet its mandates. The Organization must hold itself accountable for its behaviour and for results. To that end the Organization must enhance its evaluation capacity and integrate into its initiatives the lessons learned from past initiatives. It is necessary to fully implement the ethics programme, strengthen accountability mechanisms and actively engage in risk management. The work of the Independent Audit Advisory Committee has begun, and it is expected that its findings and recommendations will assist the General Assembly in fulfilling its oversight responsibilities.

36. In order to make real progress in the above-mentioned areas, the support of Member States would be needed through the provision of sufficient political, financial and human resources, commensurate with the mandates entrusted to the Organization in all areas of its work.

37. Both the Secretariat and the Member States must improve their accountability to the global public through greater transparency and openness. Accountability goes beyond answering to those who have delegated authority to the United Nations. It also means taking into account the interests of those affected by its actions.

38. As the work and challenges facing the Organization become more and more complex, building partnerships with all stakeholders, including civil society and the private sector, will become increasingly important.

39. Guaranteeing the safety of United Nations personnel is a key element of the successful accomplishment of the Organization's many and multifaceted missions. Unfortunately, the United Nations, the symbol of the common core values of peace, solidarity, justice and equality, has become a target of extremist groups. That represents a dangerous trend, which exposes the lives of the dedicated staff engaged in United Nations activities to unacceptable hazards. In the context of collaborative efforts to combat international terrorism, Member States should take appropriate measures at both the national and international levels aiming to ensure the safety of United Nations premises and the Organization's staff.

Securing global goods

40. The United Nations is uniquely placed to lead the effort to address global threats that endanger every person everywhere in the world and to secure the corresponding global goods. As the only universal organization with universal membership, partners are turning to the United Nations to catalyse collective action. The Organization must rise to the challenge since no other forum provides the mechanisms to legitimately address those issues on a global scale as effectively.

41. More than any other challenge at present, climate change requires that all work together with a shared sense of urgency. Concerted effort will be required to help to achieve progress on implementing existing mandates and operationalizing agreements negotiated in the previous biennium.

42. Global health is another good example of a global good that poses one of the greatest challenges of our time. Disease, slowed development and global insecurity are inextricably linked, and thus investment in health is a cornerstone of economic growth, human development and global security. The United Nations has an important role to play in helping a currently fragmented health sphere develop a coherent approach to strengthening health systems that work for the poorest and the most vulnerable. It must also play a role in mobilizing action to reduce the risks of a global pandemic.

43. As the Organization moves towards reinvigorating its efforts to prevent deadly armed conflicts, sustained attention should be dedicated to disarmament and non-proliferation of weapons of mass destruction. The danger that nuclear armaments pose to humanity remains a matter of major concern, in particular the risk associated with their potential use by terrorist groups. Against that background, the United Nations should continue to advocate for concrete steps aiming to undertake multilateral negotiations on nuclear disarmament and the strengthening of the international non-proliferation regime. It should also step up its efforts to halt the proliferation of small arms and light weapons that undermine the security of individuals, countries and regions that can least afford it. The Organization must address the threats that are growing the fastest, those facilitated by the revolution in the life sciences. The challenge is to follow up on the decision of world leaders in 2005 to promote biotechnology benefits while mitigating the risks of misuse.

44. The challenges ahead are daunting, but with a clearly defined strategy and adequate resources to support it, in the next biennium the United Nations will be able to deliver significant results for the people most in need, strengthen the Organization through full accountability and make progress towards securing a selected number of global goods.

III. Priorities for the period 2010-2011

45. It is recalled that for the four-year periods 1998-2001 and 2002-2005 and for the two-year periods 2006-2007 and 2008-2009, the General Assembly identified eight priority areas, which covered the bulk of the substantive activities of the Organization. As the conditions that led to those priorities persist, it is proposed that the Assembly may wish to consider reaffirming, or amending, as appropriate, the following priorities for the period 2010-2011, namely:

(a) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(b) Maintenance of international peace and security;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

IV. Structure and format

46. In accordance with resolutions 58/269 and 62/224, the strategic framework comprises part one: plan outline and part two: biennial programme plan. The plan covers 27 programmes, each of which corresponds to the work carried out by an organizational entity, usually at the departmental level (congruent with the relevant section of the programme budget) and is subdivided into a number of subprogrammes. Those in turn correspond to an organizational entity, generally at the level of a division.

47. The presentation of each programme of the biennial plan in part two includes (a) the overall orientation, reflecting the raison d'être of the programme as a whole, changes as a result of the programme's intervention and the anticipated benefits for its end-users; (b) the subprogrammes; and (c) a list of legislative mandates. Each subprogramme follows results-based concepts with respect to the use of the logical framework, reflecting the following elements: (a) objective of the Organization; (b) expected accomplishments of the Secretariat; and (c) indicators of achievement, all of which will form the basis of the forthcoming proposed programme budget document. Each subprogramme includes the strategy to be employed for attaining the expected accomplishments.

48. Through the use of the logical framework, namely, clearer articulation of objectives (the raison d'être of the subprogramme), expected accomplishments (benefits to end-users as a consequence of outputs in order to meet the objective) and indicators of achievement (to measure whether or not accomplishments were attained), programme managers are provided with the basic tools for determining the relevance, usefulness, efficiency and effectiveness of the work of the Organization. The practice of results-based management in the implementation of the mandated programmes and activities is intended to improve the performance of the Secretariat and ensure a fully results-oriented Organization.

A. Objective of the Organization

49. The objective is expressed at the level of the Organization as a whole (Member States and Secretariat), rather than at the level of either intergovernmental or Secretariat action only. In other words, the objective reflects what the subprogramme intends to achieve, not what needs to be done by the entity responsible for implementing the subprogramme. For example, an objective might be "to maintain international peace and security through prevention, control and resolution of conflicts through peaceful means", an objective of the Organization as a whole, but not "to monitor and analyse situations of potential conflict", an activity that is carried out by the Department of Political Affairs. The objective, in terms of the logical framework for programme design, is at the highest level.

50. Efforts have been made to be succinct, capturing the essence of the subprogramme and reflecting language that has been adopted by Member States. The objectives stated in part two: biennial programme plan are not limited to a two-year period.

B. Expected accomplishments of the Secretariat

51. Expected accomplishments (also known as "expected results") are intended to reflect the consequence of the products and services to be delivered by the Secretariat within a two-year period. Expected accomplishments show benefits to end-users, and it is therefore incumbent upon programme managers to pay particular attention to the many categories of targeted beneficiaries. Expected accomplishments, when they occur, lead to the fulfilment of the objective. In other words, in terms of the hierarchy of programme design, expected accomplishments appear at a lower level than the objective.

52. While some of the expected accomplishments of the Secretariat cannot be attributable entirely to the Secretariat owing to the many stakeholders concerned, it is nevertheless feasible to acknowledge that a plausible claim can be made that the activities undertaken and the outputs and services delivered by the Secretariat — when properly designed and effectively implemented — contribute to those results. That claim can be further justified by the fact that programme managers, at the budget preparation stage, are required to determine the nature and scope of activities and outputs and select those that would ensure achievement of the expected accomplishments that are reflected in the biennial programme plan.

53. While a subprogramme might have many individual expected accomplishments, a determination is made to highlight and include in the biennial programme plan only those that are key and most representative of the subprogramme.

C. Indicators of achievement

54. Efforts continue to be made to focus on selecting key indicators of achievement that are clearly linked to the expected accomplishments, are useful for determining the difference made by the subprogramme and are measurable. The indicators, for the most part, have been formulated to show exactly the data that will be collected for the measurement of the expected accomplishments. A major

challenge continues to be the selection, at the stage of planning, of key or strategic indicators that would be meaningful and helpful for determining whether or not results were obtained. At the implementation level, however, more indicators could be used to measure other aspects of the subprogramme's work. It is stressed that the indicators would measure only the contribution made by the entity implementing the subprogramme and not the contribution made by other stakeholders.

55. Progress has been made in improving the qualitative aspects of indicators of achievement to enable better evaluation of qualitative changes in services provided, and efforts continue to be made in the area of performance measurement, although the selection of key indicators continues to be a difficult exercise, not unlike what has been experienced at the national level and by other entities of the United Nations system. Improvements have been made since the introduction of results-based budgeting concepts, and there is now clear evidence of many more indicators that are measurable and articulated in a way that would show exactly the data that will be collected. The performance measures, namely the baselines and targets, do not appear in the biennial programme plan, but will be included in the programme budget document. Experience gained in the analysis of trends on the basis of data collected for measuring results continues to be an essential tool in refining indicators of achievement and ensuring greater measurability and accountability.

D. Strategy

56. The strategy ("how are we getting there?") highlights the focus of efforts to be made within a two-year period to meet the needs of intended beneficiaries. It reflects the approach to be taken to ensure that the expected accomplishments occur, not the particular activities to be undertaken or the individual outputs to be delivered. For example, a strategy could be "ensuring that development issues are adequately addressed in intergovernmental debate", not "conducting a meeting" or "preparing a report", which are activities.

57. Efforts have been made to avoid referring to specific activities and outputs in part two: biennial programme plan and to continue to reinforce the linkage between the strategies employed and the expected accomplishments, so as to ensure that expected accomplishments will genuinely contribute to the attainment of long-term objectives.

E. Legislative mandates

58. Legislative mandates, which are listed at the end of each programme, are addressed to Governments, intergovernmental bodies, United Nations organizations and other entities, as well as to the Secretary-General. Programmes and subprogrammes are established to ensure the successful implementation of those mandates. Responsibility for the success of the programme is therefore not the exclusive preserve of Member States (acting individually or in intergovernmental bodies) or of the Secretariat. It is a collective responsibility, and success in achieving the objectives and expected accomplishments is a measure of the degree of success of the international community, working in a harmonious partnership between Member States and the Secretariat.

59. Based on that principle of collective responsibility, the objectives, expected accomplishments and indicators of achievement are formulated to address not only the work of the Secretariat but also the achievement of the subprogramme as a whole in terms of benefits or positive changes for its intended beneficiaries. Member States address to the Secretary-General their requests for assistance or collaboration in, inter alia, peace operations, electoral processes, application of international norms and standards, compliance with obligations under international instruments and economic and social development. Sometimes the work of the Secretariat involves collaboration and cooperation with other United Nations entities, civil society and the private sector in pursuit of the objectives. The positive changes sought are the consequence of the concerted efforts of many stakeholders.

60. There are general mandates that provide the overall orientation of programmes and subprogrammes and there are specific mandates that require the Secretary-General to undertake a particular activity or to deliver a specific output. The distinction is an important one for the preparation of a plan, since the planning stage focuses on a strategy to translate general legislative mandates into expected accomplishments, while the budget preparation stage takes fully into account the specific requests for individual outputs. The list of outputs therefore does not appear in the strategic framework; it will appear only in the programme budget document.

61. The preparation of part two: biennial programme plan involves not only the participation of all departments but also the review by relevant specialized intergovernmental bodies of those programmes falling within their sphere of competence. Recommendations by those bodies for modifications to the proposed biennial programme plan are incorporated when available. In cases where it has not been possible to incorporate changes owing to the scheduling of meetings, the recommendations of those intergovernmental bodies are made available to the Committee for Programme and Coordination at the time of its review.

V. Entities responsible for each subprogramme

Programme	*Description*	*Entities*
1	General Assembly and Economic and Social Council affairs and conference management	Department for General Assembly and Conference Management at United Nations Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi
	A. Conference management, New York	
	Subprogramme 1. General Assembly and Economic and Social Council Affairs	General Assembly and Economic and Social Council Affairs Division
	Subprogramme 2. Planning and coordination of conference services	Central Planning and Coordination Service
	Subprogramme 3. Documentation services	Documentation Division
	Subprogramme 4. Meetings and publishing services	Meetings and Publishing Division

Programme	*Description*	*Entities*
	B. Conference management, Geneva	
	Subprogramme 2. Planning and coordination of conference services	Central Planning and Coordination Service
	Subprogramme 3. Documentation services	Language Service and Proofreading, Editing and Publications Section of Publishing Service
	Subprogramme 4. Meetings and publishing services	Interpretation Service, Publishing Service and Text-processing Section of Language Service
	C. Conference management, Vienna	
	Subprogramme 2. Planning and coordination of conference services	Planning, Coordination and Meetings Section
	Subprogramme 3. Documentation services	Six translation and text-processing sections, Editorial Control Unit and Linguistic Support Unit (formerly Library and Linguistic Support Unit)
	Subprogramme 4. Meetings and publishing services	Interpretation Section, Electronic Publishing Unit and Reproduction and Distribution Unit
	D. Conference management, Nairobi	
	Subprogramme 2. Planning and coordination of conference services	Planning and Coordination Section
	Subprogramme 3. Documentation services	Translating and Editorial Section
	Subprogramme 4. Meetings and publishing services	Interpretation Section and Publishing Section
2	Political affairs	Department of Political Affairs
	Subprogramme 1. Prevention, control and resolution of conflicts	Regional divisions and the Policy, Partnerships and Mediation Support Division
	Subprogramme 2. Electoral assistance	Electoral Assistance Division
	Subprogramme 3. Security Council affairs	Security Council Affairs Division
	Subprogramme 4. Decolonization	Decolonization Unit
	Subprogramme 5. Question of Palestine	Division for Palestinian Rights
	Subprogramme 6. Office of the United Nations Special Coordinator for the Middle East Peace Process	Office of the United Nations Special Coordinator for the Middle East Peace Process

Programme	*Description*	*Entities*
	Subprogramme 7. Peacebuilding Support Office	Peacebuilding Support Office
	Subprogramme 8. United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	Office of the Register of Damage
3	Disarmament	Office for Disarmament Affairs
	Subprogramme 1. Multilateral negotiations on arms limitation and disarmament	Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva
	Subprogramme 2. Weapons of mass destruction	Weapons of Mass Destruction Branch
	Subprogramme 3. Conventional arms (including practical disarmament measures)	Conventional Arms Branch
	Subprogramme 4. Information and outreach	Information and Outreach Branch
	Subprogramme 5. Regional disarmament	Regional Disarmament Branch
4	Peacekeeping operations	Department of Peacekeeping Operations and Department of Field Support
	A. Peacekeeping operations	
	Subprogramme 1. Operations	Office of Operations
	Subprogramme 2. Military	Office of Military Affairs
	Subprogramme 3. Rule of law and security institutions	Office of Rule of Law and Security Institutions
	Subprogramme 4. Policy, evaluation and training	Policy, Evaluation and Training Division
	Subprogramme 5. Field Administrative support	Field Personnel Division and Field Budget and Finance Division
	Subprogramme 6. Integrated support services	Logistics Support Division and the Information and Communications Technology Division
	B. Peacekeeping missions	
	1. United Nations Truce Supervision Organization	United Nations Truce Supervision Organization (UNTSO)
	2. United Nations Military Observer Group in India and Pakistan	United Nations Military Observer Group in India and Pakistan (UNMOGIP)
5	Peaceful uses of outer space	Office for Outer Space Affairs

Programme	*Description*	*Entities*
6	**Legal affairs**	Office of Legal Affairs
	Subprogramme 1. Provision of legal services to the United Nations as a whole	Office of the Legal Counsel
	Subprogramme 2. General legal services provided to United Nations organs and programmes	General Legal Division
	Subprogramme 3. Progressive development and codification of international law	Codification Division
	Subprogramme 4. Law of the sea and ocean affairs	Division for Ocean Affairs and the Law of the Sea
	Subprogramme 5. Progressive harmonization, modernization and unification of the law of international trade	International Trade Law Division
	Subprogramme 6. Custody, registration and publication of treaties	Treaty Section
7	Economic and social affairs	Department of Economic and Social Affairs
	Subprogramme 1. Economic and Social Council support and coordination	Office for Economic and Social Council Support and Coordination
	Subprogramme 2. Gender issues and advancement of women	Office of the Special Adviser on Women and Gender Issues and Advancement of Women, and Division for the Advancement of Women
	Subprogramme 3. Social policy and development	Division for Social Policy and Development
	Subprogramme 4. Sustainable development	Division for Sustainable Development
	Subprogramme 5. Statistics	Statistics Division
	Subprogramme 6. Population	Population Division
	Subprogramme 7. Development policy and analysis	Development Policy and Analysis Division
	Subprogramme 8. Public administration and development management	Division for Public Administration and Development Management
	Subprogramme 9. Sustainable forest management	Secretariat of the United Nations Forum on Forests
	Subprogramme 10. Financing for development	Financing for Development Office

Programme	*Description*	*Entities*
8	Least developed countries, landlocked developing countries and small island developing States	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
	Subprogramme 1. Least developed countries	Least Developed Countries Unit
	Subprogramme 2. Landlocked developing countries	Landlocked Developing Countries Unit
	Subprogramme 3. Small island developing States	Small Island Developing States Unit
9	United Nations support for the New Partnership for Africa's Development	Office of the Special Adviser on Africa
	Subprogramme 1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	Office of the Special Adviser on Africa
	Subprogramme 2. Regional coordination of and support for the New Partnership for Africa's Development	Economic Commission for Africa
	Subprogramme 3. Public information and awareness activities in support of the New Partnership for Africa's Development	Department of Public Information
10	Trade and development	United Nations Conference on Trade and Development
	Subprogramme 1. Globalization, interdependence and development	Division on Globalization and Development Strategies
	Subprogramme 2. Investment and enterprise	Division on Investment and Enterprise
	Subprogramme 3. International trade	Division on International Trade in Goods and Services and Commodities
	Subprogramme 4. Technology and logistics	Division on Technology and Logistics
	Subprogramme 5. Africa, least developed countries and special programmes	Division for Africa, Least Developed Countries and Special Programmes
	Subprogramme 6. Operational aspects of trade promotion and export development	International Trade Centre
11	Environment	United Nations Environment Programme
	Subprogramme 1. Climate change	Division of Technology, Industry and Economics
	Subprogramme 2. Disasters and conflicts	Division of Environmental Policy Implementation

Programme	*Description*	*Entities*
	Subprogramme 3. Ecosystem management	Division of Environmental Policy Implementation
	Subprogramme 4. Environmental governance	Division of Environmental Law and Conventions
	Subprogramme 5. Harmful substances and hazardous waste	Division of Technology, Industry and Economics
	Subprogramme 6. Resource efficiency and sustainable consumption and production	Division of Technology, Industry and Economics
12	Human settlements	United Nations Human Settlements Programme
	Subprogramme 1. Shelter and sustainable human settlements development	Shelter and Sustainable Human Settlements Development Division
	Subprogramme 2. Monitoring the Habitat Agenda	Monitoring and Research Division
	Subprogramme 3. Regional and technical cooperation	Regional and Technical Cooperation Division
	Subprogramme 4. Human settlements financing	Human Settlements Financing Division
13	International drug control, crime and terrorism prevention and criminal justice	United Nations Office on Drugs and Crime
	Subprogramme 1. Rule of law	Division for Treaty Affairs
	Subprogramme 2. Policy and trend analysis	Division for Policy Analysis and Public Affairs
	Subprogramme 3. Prevention, treatment and reintegration, and alternative development	Division for Operations
14	Economic and social development in Africa	Economic Commission for Africa (ECA)
	Subprogramme 1. Trade, finance and economic development	Trade, Finance and Economic Development Division
	Subprogramme 2. Food security and sustainable development	Food Security and Sustainable Development Division
	Subprogramme 3. Governance and public administration	Governance and Public Administration Division
	Subprogramme 4. Information and science and technology for development	Information and Communication Technology and Science and Technology Division
	Subprogramme 5. Economic cooperation and regional integration	NEPAD and Regional Integration Division

Programme	*Description*	*Entities*
	Subprogramme 6. Gender and women in development	African Centre for Gender and Development
	Subprogramme 7. Subregional activities for development	Office of the Executive Secretary of ECA
	(a) Subregional activities in North Africa	Subregional office for North Africa (Rabat)
	(b) Subregional activities in West Africa	Subregional office for West Africa (Niamey)
	(c) Subregional activities in Central Africa	Subregional Office for Central Africa (Yaoundé)
	(d) Subregional activities in East Africa	Subregional office for East Africa (Kigali)
	(e) Subregional activities in Southern Africa	Subregional office for Southern Africa (Lusaka)
	Subprogramme 8. Development planning and administration	African Institute for Economic Development and Planning
	Subprogramme 9. Statistics	African Centre for Statistics
	Subprogramme 10. Social development	African Centre for Gender and Social Development
15	Economic and social development in Asia and the Pacific	Economic and Social Commission for Asia and the Pacific (ESCAP)
	Subprogramme 1. Macroeconomic policy and inclusive development	Macroeconomic Policy and Development Division
	Subprogramme 2. Trade and investment	Trade and Investment Division
	Subprogramme 3. Transport	Transport Division
	Subprogramme 4. Environment and development	Environment and Development Division
	Subprogramme 5. Information and communications technology and disaster risk reduction	Information and Communications Technology and Disaster Risk Reduction Division
	Subprogramme 6. Social development	Social Development Division
	Subprogramme 7. Statistics	Statistics Division
	Subprogramme 8. Subregional activities for development	Office of the Executive Secretary, with support for the implementation of activities from the existing ESCAP Pacific Operations Centre
	(a) Subregional activities in East and North-East Asia	Subregional office for East and North-East Asia

Programme	*Description*	*Entities*
	(b) Subregional activities in North and Central Asia	Subregional office for North and Central Asia
	(c) Subregional activities in South and South-West Asia	Subregional office for South and South-West Asia
	(d) Subregional activities in South-East Asia	Subregional office for South-East Asia
16	Economic development in Europe	Economic Commission for Europe (ECE)
	Subprogramme 1. Environment	Environment, Housing and Land Management Division
	Subprogramme 2. Transport	Transport Division
	Subprogramme 3. Statistics	Statistical Division
	Subprogramme 4. Economic cooperation and integration	Economic Cooperation and Integration Division
	Subprogramme 5. Sustainable energy	Sustainable Energy Division
	Subprogramme 6. Trade	Trade and Timber Division
	Subprogramme 7. Timber and forestry	Timber Section of the Trade and Timber Division
	Subprogramme 8. Housing, land management and population	Environment, Housing and Land Management Division
17	Economic and social development in Latin America and the Caribbean	Economic Commission for Latin America and the Caribbean (ECLAC)
	Subprogramme 1. Linkages with the global economy, regional integration and cooperation	International Trade and Integration Division
	Subprogramme 2. Production and innovation	Division of Production, Productivity and Management in close collaboration with the Commission's office in Brasilia
	Subprogramme 3. Macroeconomic policies and growth	Economic Development Division in collaboration with the Commission's offices in Brasilia and Buenos Aires
	Subprogramme 4. Social development and equity	Social Development Division
	Subprogramme 5. Mainstreaming the gender perspective in regional development	Women and Development Division of the Commission
	Subprogramme 6. Population and development	The Latin American and Caribbean Demographic Centre of the Population Division of the Commission

Programme	Description	Entities
	Subprogramme 7. Planning of public administration	The Latin American and Caribbean Institute for Economic and Social Planning
	Subprogramme 8. Sustainable development and human settlements	Sustainable Development and Human Settlements Division
	Subprogramme 9. Natural resources and infrastructure	Natural Resources and Infrastructure Division
	Subprogramme 10. Statistics and economic projections	Statistics and Economic Projections Division
	Subprogramme 11. Subregional activities in Mexico and Central America	ECLAC subregional headquarters for Mexico
	Subprogramme 12. Subregional activities in the Caribbean	ECLAC subregional headquarters for the Caribbean
18	Economic and social development in Western Asia	Economic and Social Commission for Western Asia (ESCWA)
	Subprogramme 1. Integrated management of natural resources for sustainable development	Sustainable Development and Productivity Division
	Subprogramme 2. Integrated social policies	Social Development Division
	Subprogramme 3. Economic development and integration	Economic Development and Globalization Division
	Subprogramme 4. Information and communication technology for regional integration	Information and Communication Technology Division
	Subprogramme 5. Statistics for evidence-based policymaking	Statistics Division
	Subprogramme 6. Advancement of women	ESCWA Centre for Women
	Subprogramme 7. Conflict mitigation and development	Section for Emerging and Conflict-Related Issues
19	Human rights	Office of the United Nations High Commissioner for Human Rights
	Subprogramme 1. Human rights mainstreaming, right to development, and research and analysis	Research and Right to Development Division
	Subprogramme 2. Supporting human rights treaty bodies	Human Rights Treaties Division
	Subprogramme 3. Advisory services, technical cooperation and field activities	Field Operations and Technical Cooperation Division

Programme	*Description*	*Entities*
	Subprogramme 4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	Human Rights Council and Special Procedures Division
20	International protection, durable solutions and assistance to refugees	Office of the United Nations High Commissioner for Refugees
21	Palestine refugees	United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
	Subprogramme 1. Education	
	Subprogramme 2. Health	
	Subprogramme 3. Relief and social services	
	Subprogramme 4. Microfinance and microenterprise	
22	Humanitarian assistance	Office for the Coordination of Humanitarian Affairs
	Subprogramme 1. Policy and analysis	Policy Development and Studies Branch (New York)
	Subprogramme 2. Coordination of humanitarian action and emergency response	Coordination and Response Division (New York) and External Relations and Support Mobilization Branch (Geneva)
	Subprogramme 3. Natural disaster reduction	International Strategy for Disaster Reduction and its secretariat
	Subprogramme 4. Emergency support services	Emergency Services Branch in Geneva
	Subprogramme 5. Humanitarian emergency information and advocacy	Advocacy and Information Management Branch
23	Public information	Department of Public Information
	Subprogramme 1. Strategic communication services	Strategic Communications Division
	Subprogramme 2. News services	News and Media Division, supported by the Office of the Spokesperson for the Secretary-General and by the network of United Nations information centres
	Subprogramme 3. Outreach and knowledge-sharing services	Outreach Division
24	Management and support services	Department of Management and administrative services of United Nations Office at Geneva, United Nations Office at Vienna and United Nations Office at Nairobi

Programme	*Description*	*Entities*
	A. Headquarters	
	Subprogramme 1. Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	Office of the Under-Secretary-General for Management; secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and Committee for Programme and Coordination
	Subprogramme 2. Programme planning, budget and accounts	Office of Programme Planning, Budget and Accounts
	Subprogramme 3. Human resources management	Office of Human Resources Management
	Subprogramme 4. Support services	Office of Central Support Services
	B. United Nations Office at Geneva	
	Subprogramme 2. Programme planning, budget and accounts	Financial Resources Management Service
	Subprogramme 3. Human resources management	Human Resources Management Service
	Subprogramme 4. Support services	Information and Communication Technology Service and Central Support Services
	C. United Nations Office at Vienna	
	Subprogramme 2. Programme planning, budget and accounts	Financial Resources Management Service
	Subprogramme 3. Human resources management	Human Resources Management Service
	Subprogramme 4. Support services	Information Technology Service and General Support Section
	D. United Nations Office at Nairobi	
	Subprogramme 2. Programme planning, budget and accounts	Budget and Financial Management Service
	Subprogramme 3. Human resources management	Human Resources Management Service
	Subprogramme 4. Support services	Information, Communication and Technology Service and Support Services Service
25	Internal oversight	Office of Internal Oversight Services
	Subprogramme 1. Internal audit	Internal Audit Division
	Subprogramme 2. Inspection and evaluation	Inspection and Evaluation Division
	Subprogramme 3. Investigations	Investigations Division

Programme	*Description*	*Entities*
26	Jointly financed activities	
	A. International Civil Service Commission	International Civil Service Commission (ICSC)
	B. Joint Inspection Unit	Joint Inspection Unit
	C. United Nations System Chief Executives Board for Coordination	United Nations System Chief Executives Board for Coordination (CEB)
27	Safety and Security	Department of Safety and Security
	Subprogramme 1. Security and safety coordination	Division of Safety and Security Services
	Subprogramme 2. Regional field coordination and support	Division of Regional Operations and Field Support

Programme 1

General Assembly and Economic and Social Council affairs and conference management

Overall orientation

1.1 The overall objectives of the programme are (a) to facilitate, through the provision of technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General and First Committees, its Special Political and Decolonization (Fourth) Committee and various subsidiary organs, and its Second and Third Committees, the Economic and Social Council and most of the Council's subsidiary and ad hoc bodies, and the special United Nations conferences and meetings dealing with disarmament, international security and economic, social and related matters; and to assist in the revitalization efforts of the Assembly and other United Nations bodies; (b) to provide substantive and technical secretariat servicing to the Committee on Conferences; (c) to ensure, through integrated global management, the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and the Member States; and (e) to ensure uninterrupted delivery of services during the implementation of the capital master plan.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are contained in resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the reform and revitalization of the Assembly and on the pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is provided by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B, in which the Assembly established the terms of reference of the Committee.

1.3 Responsibility for the implementation of the programme and the achievement of its objectives resides with the Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi. Guided by Assembly resolutions 57/300 and 62/225 and provisions relating to conference services contained in Assembly resolutions on revitalization of the work of the Assembly and on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management and to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve those aims as efficiently and cost-effectively as possible. During the biennium, the Department will continue to provide in a proactive and synergistic manner the intergovernmental and expert bodies it services with technical secretariat, protocol and liaison, and conference-servicing support so as to achieve synergies and full-system benefits across the four conference-servicing duty stations.

1.4 The Department expects to continue to improve its performance by pursuing a proactive documents and meetings management strategy, including coordination of the calendar of conferences, advance capacity planning and re-engineered documentation workflows and processes. By further embedding the integrated global management approach in its everyday decision-making activities, the Department will increase the standardization of its administrative policies, practices and procedures across all conference-servicing duty stations. In addition, policies and procedures, workload-sharing and staff exchanges will be more closely coordinated among the four conference-servicing duty stations and the regional commissions in order to make more efficient and cost-effective use of the Organization's conference-servicing human and financial resources. This "delivering as one" initiative will be extended to the area of conference servicing through more intensive contacts with the other agencies of the United Nations system. Effective measures to be taken by the Department to seek the evaluation by Member States of the quality of the conference services provided to them, as a key performance indicator of the Department, will provide equal opportunities to Member States to present their evaluations in the six official languages of the United Nations and will be in full compliance with relevant resolutions of the General Assembly.

1.5 Through systematic analysis, the Department will evaluate the risk landscape and implement risk management and mitigation strategies so as to reduce the impact of operational crises through more proactive and effective monitoring. It will also implement lessons learned and best practices arising from the experiences of other United Nations entities and international organizations. Centrally coordinated risk management/assessment and evaluation will facilitate informed managerial decision-making and monitoring. More systematic use of high-quality, reliable and transparent data on conference services derived from the array of indicators contained in the Performance Measurement Matrix, as introduced in the report of the Secretary-General on pattern of conferences (A/62/161), will enhance global operational efficiencies. The integrated conference management system aims to establish an enabling environment for a client-oriented global information and communications technology. This will allow the Department to leverage strategic planning by streamlining forecasting, process efficiency, timeliness and cost efficiency. In order to meet changing needs and expectations, the Department will continue to provide sustained support for training opportunities geared to expanding and upgrading staff members' skills and to further collaborate with international organizations and build outreach to universities in order to institutionalize training programmes and maintain ongoing communication.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[8]

Objective of the Organization: to facilitate deliberations and decision-making by intergovernmental bodies[a]

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the conduct of meetings as well as to the level and quality of technical secretariat services
(b) Improved timely preparation and submission of procedural documentation for intergovernmental meetings serviced by the Department for General Assembly and Conference Management	(b) Increased compliance rate with the submission deadline of the final reports of the intergovernmental bodies serviced by the Department

[a] Refers to the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees of the Assembly, the Economic and Social Council and their subsidiary bodies at Headquarters, as well as other intergovernmental bodies supported by the Department for General Assembly and Conference Management.

Strategy

1.6 The subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division of the Department for General Assembly and Conference Management. The strategy to achieve the objective of the subprogramme will include:

(a) Proactive assistance to the presidents/chairpersons and bureaux of the intergovernmental bodies serviced by the Department in their work. Provision of substantive, analytical and historical information on the proceedings of the General Assembly and the Economic and Social Council and the subsidiary machinery with a view to developing appropriate proposals for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications;

(c) Coordination of implementation of the resolutions and decisions adopted by the intergovernmental bodies, through the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions.

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[8] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: to optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased percentage of capacity utilization for interpretation and translation services (ii) Increased percentage of workload-sharing among established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) (i) Improved balance between number of meetings planned and number of meetings held (ii) Increased percentage of number of "as required" meetings for bodies provided with interpretation services
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Increased percentage of documents submitted by author departments/offices in accordance with the required deadline (ii) Increased percentage of documents submitted on time, within page limits and issued in accordance with the six-week rule
(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

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[a] Workload-sharing is dependent on the type and venue of meetings. These indicators are global, i.e., the same information is presented for each conference-servicing duty station (New York, Geneva, Vienna and Nairobi) and reflects workload-sharing with the regional commissions and United Nations funds and programmes and agencies.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of the receiving duty station.

Strategy

1.7 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service of the Department. The Service will focus on:

(a) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(b) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(c) Analysing and assessing the conference-servicing needs (meetings and documentation) of United Nations bodies with a view to making available conference resources for mandated meetings through regular consultations with United Nations intergovernmental and expert bodies and other duty stations;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meetings in New York, with a view to improving capacity planning in coordination with subprogramme 1 for interactivity with the intergovernmental bodies, as well as with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds established in-house capacity;

(f) Monitoring the implementation of the capital master plan at Headquarters with a view to mitigating any adverse impact on the availability of conference facilities and services and to ensuring that there is no reduction in the quantity and quality of services provided to Member States;

(g) Undertaking an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(h) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided.

Subprogramme 3
Documentation services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) (i) Optimal mix of various modes of translation (measured in percentage of words) (ii) Maintain average output of translation per staff member per day

Strategy

1.8 The subprogramme is under the responsibility of the Documentation Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while seeking greater quality and cost-effectiveness through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation and quality assurance of contractual translation, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which in-house and off-site translators, editors and others involved in documents production and processing will have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of translation and editorial services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting, text-processing and publishing services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation, verbatim reporting and publishing services
(b) Quality and cost-effectiveness of interpretation, verbatim reporting, text-processing and publishing services	(b) (i) Optimal mix of various modes of interpretation and verbatim services (ii) Maintain average output of text processing per staff member per day (iii) Increased proportion of printing on demand (iv) Increased utilization of internal printing capacity

Strategy

1.9 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, verbatim reporting, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, verbatim reporting, text-processing and publishing services, in particular through workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(c) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training of staff appointed against established posts and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of interpretation, verbatim reporting, text-processing and publishing services provided;

(d) Promotion of the awareness of author departments of the Division's enhanced internal publishing capacity; expansion of cost-effective and other modes of document publishing to achieve better quality and timeliness; and further development of the use of print on demand technology and electronic archiving systems;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

B. Conference management, Geneva[9]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: to optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services

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[9] Subprogramme 1 is solely the responsibility of the Department for General Assembly and Conference Management at Headquarters.

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased percentage of capacity utilization for interpretation and translation services (ii) Increased percentage of workload-sharing among established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) (i) Improved balance between number of meetings planned and number of meetings held (ii) Increased percentage of number of "as required" meetings for bodies provided with interpretation services
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Increased percentage of documents submitted by author departments/offices in accordance with the required deadline (ii) Increased percentage of documents submitted on time, within page limits and issued in accordance with the six-week rule
(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

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[a] Workload-sharing is dependent on the type and venue of meetings. These indicators are global, i.e., the same information is presented for each conference-servicing duty station (New York, Geneva, Vienna and Nairobi) and reflects workload-sharing with the regional commissions and United Nations funds and programmes and agencies.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of the receiving duty station.

Strategy

1.10 Within the Conference Services Division of the United Nations Office at Geneva, substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service. The Service will focus on:

(a) Analysing and assessing the conference-servicing needs of United Nations bodies based in Geneva, especially the Human Rights Council, and assisting them in formulating those needs with a view to making available conference resources for mandated meetings through regular consultations with United Nations intergovernmental and expert bodies serviced by the Division;

(b) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Geneva on the basis of workload statistics, performance indicators and resource utilization;

(c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(d) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meetings in Geneva, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds established in-house capacity;

(e) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(f) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) (i) Optimal mix of various modes of translation (measured in percentage of words) (ii) Maintain average output of translation per staff member per day

Strategy

1.11 The subprogramme is under the responsibility of the Languages Service and the Proofreading, Editing and Publications Section of the Publishing Service. The primary focus will be on maintaining processing capacity and preserving institutional expertise, while seeking greater quality and cost-effectiveness through the further incorporation of information technology in the areas of editing, referencing, terminology support, translation and contractual translation, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to quality of interpretation and publishing services

(b) Quality and cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Optimal mix of various modes of interpretation (ii) Maintain average output of text processing per staff member per day (iii) Increased proportion of printing on demand (iv) Increased utilization of internal printing capacity

Strategy

1.12 The subprogramme is under the responsibility of the Interpretation Service, the Publishing Service and the Text-processing Section of the Languages Service. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; further development of the use of print on demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

C. Conference management, Vienna[9]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: to optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased percentage of capacity utilization for interpretation and translation services (ii) Increased percentage of workload-sharing among established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) (i) Improved balance between number of meetings planned and number of meetings held (ii) Increased percentage of number of "as required" meetings for bodies provided with interpretation services
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Increased percentage of documents submitted by the author departments/offices in accordance with the required deadline (ii) Increased percentage of documents submitted on time, within page limits and issued in accordance with the six-week rule

(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

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[a] Workload-sharing is dependent on the type and venue of meetings. These indicators are global, i.e., the same information is presented for each conference-servicing duty station (New York, Geneva, Vienna and Nairobi), and reflects workload-sharing with the regional commissions and United Nations funds and programmes and agencies.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of the receiving duty station.

Strategy

1.13 Within the Conference Management Service at the United Nations Office at Vienna, substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section. The Section will focus on:

(a) Analysing and assessing the conference-servicing needs of United Nations bodies based in Vienna and client organizations (International Atomic Energy Agency, United Nations Industrial Development Organization, Comprehensive Nuclear-Test-Ban Treaty Organization), assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and increased upstream outreach in order to provide drafting and pre-editing assistance to substantive secretariats;

(b) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna on the basis of workload statistics, performance indicators and resource utilization;

(c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(d) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meetings in Vienna, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(e) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(f) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) (i) Optimal mix of various modes of translation (measured in percentage of words)
	(ii) Maintain average output of translation per staff member per day

Strategy

1.14 The subprogramme is under the responsibility of the six translation and text-processing sections, the Editorial Control Unit and the Linguistic Support Unit (formerly the Library and Linguistic Support Unit). The focus will be on achieving greater quality and cost-effectiveness through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation and contractual translation. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation and publishing services
(b) Quality and cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Optimal mix of various modes of interpretation (ii) Maintain average output of text processing per staff member per day (iii) Increased proportion of printing on demand (iv) Increased utilization of internal printing capacity

Strategy

1.15 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; further development of the use of print on demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

D. Conference management, Nairobi[9]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: to optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services

(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased percentage of capacity utilization for interpretation and translation services
	(ii) Increased percentage of workload-sharing among established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) (i) Improved balance between number of meetings planned and number of meetings held
	(ii) Increased percentage of number of "as required" meetings for bodies provided with interpretation services
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Increased percentage of documents submitted by author departments/offices in accordance with the required deadline
	(ii) Increased percentage of documents submitted on time, within page limits and issued in accordance with the six-week rule
(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

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[a] Workload-sharing is dependent on the type and venue of meetings. These indicators are global, i.e., the same information is presented for each conference-servicing duty station (New York, Geneva, Vienna and Nairobi) and reflects workload-sharing with the regional commissions and United Nations funds and programmes and agencies.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of the receiving duty station.

Strategy

1.16 Within the Division of Conference Services of the United Nations Office at Nairobi, substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section. The Section will focus on:

(a) Analysing and assessing conference-servicing needs of the United Nations Environment Programme, the United Nations Human Settlements Programme and other United Nations-system organizations based in Nairobi, on the basis of the approved mandates and meeting requests and availability of capacity in conference resources at the United Nations Office at Nairobi and other headquarters, and assisting them in formulating those needs with a view to making available conference resources for mandated meetings through regular consultations with United Nations intergovernmental and expert bodies serviced by the Division;

(b) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi on the basis of workload statistics, performance indicators and resource utilization;

(c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(d) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meetings in Nairobi, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds established in-house capacity;

(e) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(f) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) (i) Optimal mix of various modes of translation (measured in percentage of words) (ii) Maintain average output of translation per staff member per day

Strategy

1.17 The subprogramme is under the responsibility of the Translation and Editorial Section. The focus will be on achieving greater quality and cost-effectiveness through the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation and contractual translation, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation and publishing services

(b) Quality and cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Optimal mix of various modes of interpretation (ii) Maintain average output of text processing per staff member per day (iii) Increased proportion of printing on demand (iv) Increased utilization of internal printing capacity

Strategy

1.18 The subprogramme is under the responsibility of the Interpretation and Publishing Section. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. The Section will focus on:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; further development of the use of print on demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/300	Strengthening of the United Nations: an agenda for further change
58/126	Revitalization of the work of the General Assembly
59/313	A strengthened and revitalized General Assembly
60/286	Revitalization of the General Assembly
61/266	Multilingualism
62/225	Pattern of conferences
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009

Programme 2

Political affairs

Overall orientation

2.1 The overall objective of the programme is to maintain international peace and security by assisting States involved in disputes or conflict to resolve their differences peacefully, in accordance with the principles of the Charter of the United Nations and the resolutions emanating from the General Assembly and the Security Council, wherever possible, by preventing conflicts from arising through preventive diplomacy and peacemaking, through expansion of the United Nations range of partnerships with regional and subregional organizations. The direction of the programme is provided in the pertinent resolutions of the General Assembly and the mandates of the Security Council, which has the primary responsibility for the maintenance of international peace and security. Within the Secretariat, substantive responsibility for the programme is vested in the Department of Political Affairs.

2.2 The strategy in meeting the programme's objectives is designed around eight subprogrammes, which include the Office of the United Nations Special Coordinator for the Middle East Peace Process, the Peacebuilding Support Office and the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory.

2.3 The activities to be implemented relate to early warning; preventive diplomacy; peacemaking and post-conflict peacebuilding; electoral assistance; the provision of substantive support to policymaking organs, such as the Security Council and its subsidiary bodies, the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People; and the role of the Special Coordinator for the Middle East Peace Process. Those activities constitute the core functions of the Department of Political Affairs and together represent interdependent and complementary components of a comprehensive conflict-prevention, conflict-management and peacebuilding approach.

2.4 The Department will continue to strive to reinforce the capacity of Member States for conflict prevention, good offices and non-military measures, as well as to resolve conflicts that have erupted, while fully respecting the sovereignty, territorial integrity and political independence of Member States and the principles of non-intervention in matters that are essentially within the domestic jurisdiction of any State as well as respecting the principles of consent, which is an essential element for the success of such efforts. The Department will also endeavour to enhance its capacity with regard to the political aspects of peacebuilding, as approved by the relevant intergovernmental bodies.

2.5 The Department of Political Affairs will continue to work with the United Nations Office on Drugs and Crime and with other relevant departments within the Secretariat in the implementation of Security Council resolution 1373 (2001) on the subject of terrorism.

2.6 Special attention will also be given to incorporating a gender perspective into the work of the programme, in accordance with relevant resolutions of the Security Council, the Economic and Social Council and the General Assembly.

2.7 The Peacebuilding Support Office will continue to support the work of the Peacebuilding Commission in all its substantive aspects, and to oversee the operation of the Peacebuilding Fund. In addition to those mandated responsibilities, the office will advise the Secretary-General on strategic peacebuilding options in post-conflict countries, including long-term perspectives, review progress towards peacebuilding goals and the interlinkages between political, security, humanitarian and development initiatives linked to definitive recovery and continue to perform a convening role in ensuring that the United Nations system as a whole is developing appropriate capacities, which requires extensive interaction with United Nations departments as well as agencies, funds and programmes in an effort to support the implementation of coherent peacebuilding strategies and a coordinated and coherent approach of the United Nations to peacebuilding.

2.8 The United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory has been established by the General Assembly to serve as a record, in documentary form, of the damage caused to all natural and legal persons concerned as a result of the construction of the wall by Israel in the Occupied Palestinian Territory, including in and around East Jerusalem. In accordance with the provisions of General Assembly resolution ES-10/17, an Office for the Register of Damage has been set up at the United Nations Office at Vienna as a subsidiary organ of the General Assembly operating under the administrative authority of the Secretary-General and responsible for the establishment and comprehensive maintenance of the Register of Damage.

Subprogramme 1
Prevention, control and resolution of conflicts

Objective of the Organization: to maintain international peace and security through prevention, control and resolution of conflicts by peaceful means

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations	(a) (i) 100 per cent response to all requests of Member States and regional organizations for preventive action
	(ii) Number of good offices efforts to address conflict situations where the United Nations was asked to assist
(b) Maintenance of the peace processes on track	(b) (i) Number of initiatives in support of peace processes
	(ii) Number of projects to support peace consolidation efforts

Strategy

2.9 Substantive responsibility for the subprogramme is vested in the regional divisions and the Policy, Partnerships and Mediation Support Division. In order to attain the objective of this subprogramme, the Department will promote a more effective and cohesive response to help prevent, mitigate, manage and resolve conflicts and to address peace consolidation challenges facing countries emerging from crisis or conflict by: (a) responding in a timely manner to conflict situations; (b) providing timely and accurate information, analysis and policy options; (c) formulating recommendations on measures that could be undertaken by the United Nations system; (d) making available and providing substantive and technical support to the Secretary-General's good offices aimed at facilitating the peaceful settlement of complex situations in various regions, including through formal mediation where appropriate; (e) enhancing capacity for cooperation with regional and subregional organizations; (f) providing substantive support and guidance to special political missions; (g) strengthening the Department's capacity and expertise in order to address more effectively peace and security challenges; (h) undertaking research on peace consolidation issues and best practices by the United Nations system in this area; and (i) developing coherent strategies for crisis prevention and post-conflict peace consolidation, linking diplomatic, security, military, humanitarian and developmental efforts by the United Nations system and other international and regional actors. To this end, the Department of Political Affairs will work closely with other relevant parts of the United Nations system.

Subprogramme 2
Electoral assistance

Objective of the Organization: to render electoral assistance to Member States, at their request and in accordance with the relevant decisions of the Security Council and the General Assembly, through the provision of the technical and advisory support necessary for holding periodic and fair elections

Expected accomplishments of the Secretariat	Indicators of achievement
Enhanced capacity of Member States requesting assistance to organize periodic and credible elections	Number of electoral processes showing qualitative improvements as a result of United Nations assistance and support

Strategy

2.10 Substantive responsibility for the subprogramme is vested in the Electoral Assistance Division, which provides the leading role in all United Nations electoral assistance activities. To achieve the objective of the subprogramme, the Electoral Assistance Division will provide international expertise, through its newly computerized roster, in a timely, coordinated and effective manner for the organization and conduct of electoral processes to requesting Member States, including key guidance and support in the context of peace negotiations, peacekeeping and peacebuilding missions. The Division will assess the conditions and the needs for the holding of credible elections in the requesting countries. On the basis of those assessments, the Division will formulate strategic responses and provide guidance on their execution, including technical cooperation and expert advice on the establishment and enhancement of electoral management bodies. In doing so, it will establish partnerships with national and international bodies within and outside the United Nations system. The Division will also provide guidelines to support the work of the Organization in the electoral field, including guidance on the establishment of electoral components in peace operations. It will develop and disseminate electoral information and best practices and endeavour to ensure that a consistently high quality of technical and policy advice is delivered throughout the Organization. The Division, in compliance with resolutions of the General Assembly or the Security Council, will support United Nations electoral observers when deployed.

Subprogramme 3
Security Council affairs

Objective of the Organization: to facilitate the deliberations and effective decision-making by the Security Council and its subsidiary organs

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Meetings conducted in a timely and procedurally correct manner	(a) Degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division
(b) Improved access to information relating to the work of the Security Council and its subsidiary organs	(b) (i) Increased number of pages viewed of the online *Repertoire of the Practice of the Security Council* (ii) Increased number of visits to the Security Council home page
(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented	(c) (i) Monitoring mechanisms under Security Council sanctions committees are established within the time frame stipulated by Security Council resolutions (ii) Missions of the Security Council and its subsidiary organs are carried out within the time frame stipulated by the relevant organ

Strategy

2.11 Responsibility for the subprogramme is vested in the Security Council Affairs Division, which will provide advice and substantive services to the Security Council and its subsidiary organs, particularly the sanctions committees and the Counter-Terrorism Committee, the Committee established pursuant to Security Council resolution 1540 (2004), informal working groups and the Military Staff Committee. Advice and substantive services will be provided through the timely issuance of parliamentary documentation and communications; effective coordination of meetings; provision of guidance to the Council, its subsidiary bodies and the wider United Nations membership in accordance with the Charter, the Council's provisional rules of procedure, Council decisions and past practice; provision of substantive administrative support to expert monitoring groups and panels; planning and organization of missions by members of the Council and chairpersons of its subsidiary organs; research and analysis, including with respect to current and past practice of the Council, as well as the implementation, effectiveness and impact of mandatory measures or sanctions imposed by the Council; advocacy and advice regarding the design and implementation of "targeted" sanctions; and provision of familiarization sessions for new members of the Council with respect to the evolving procedure, practice and working methods of the Council and its subsidiary organs, particularly the sanctions committees.

Subprogramme 4
Decolonization

Objective of the Organization: to promote the decolonization process in accordance with the Charter of the United Nations and relevant resolutions of the General Assembly for the 16 remaining Non-Self-Governing Territories so as to bring about the complete eradication of colonialism

Expected accomplishments of the Secretariat	Indicators of achievement
The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories	100 per cent of parliamentary documents are submitted within deadlines

Strategy

2.12 Responsibility for the subprogramme lies with the Decolonization Unit, which will provide support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples as well as to the General Assembly. The issues related to decolonization are guided by the Charter, as well as by the principles of the Declaration on the Granting of Independence to Colonial Countries and Peoples contained in Assembly resolutions 1514 (XV) and 1541 (XV) and other relevant Assembly resolutions.

2.13 The Special Committee and the General Assembly will continue to examine the situation with regard to political, economic and social developments in all territories that have not yet exercised their right to self-determination and to seek suitable means to implement the Declaration in accordance with the Charter and relevant resolutions of the Assembly. The Committee will continue to improve cooperation with the administering Powers at all stages of the decolonization process. It will examine the views of the representatives of the Non-Self-Governing Territories. It will also organize its regional annual seminars in the Caribbean and the Pacific, as well as visiting missions to the Non-Self-Governing Territories. Moreover, the Committee will continue to enlist worldwide support for decolonization and formulate proposals with respect to the issues on its agenda and report thereon to the Assembly.

2.14 In support of the above-mentioned legislative bodies, especially the Special Committee, advice and substantive assistance will be provided to the Committee, including: in its deliberations on the situation in the remaining 16 Non-Self-Governing Territories at the annual sessions; during the preparation and conduct of its seminars held alternately in the Caribbean and the Pacific; during visiting missions; and in any other activity carried out to implement the mandated programme of work of the Committee. Assistance will also be provided in improving the Committee's cooperation with the administering Powers, maintaining contacts with the representatives of the Non-Self-Governing Territories and developing relations with the organizations and agencies of the United Nations system aimed at achieving further progress in decolonization and bringing a complete end to colonialism. Supportive actions will include closely following the developments in the Non-Self-Governing Territories, conducting research and preparing working papers, reports and analytical and briefing materials. In addition, in cooperation with the Department of Public Information, information material, including publications and audio and visual programmes related to decolonization, will be prepared and disseminated to a wide audience, with a view to increasing the awareness of the international community with regard to the decolonization issues as well as in mobilizing international support for the achievement of the complete eradication of colonialism.

Subprogramme 5
Question of Palestine

Objective of the Organization: to enable the Palestinian people to exercise their inalienable rights

Expected accomplishments of the Secretariat	Indicators of achievement
Through the work of the Division for Palestinian Rights, the Committee on the Exercise of the Inalienable Rights of the Palestinian People will generate heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine	(i) Sustained level of dialogue, engagement and support on the part of the international community for the programme's objectives (ii) Continued involvement of civil society organizations in support of the Committee's and United Nations efforts towards a comprehensive, just and lasting settlement of the question of Palestine

	(iii) Increased international awareness of the United Nations policies and activities on the question of Palestine as indicated by the growing number of documents of the United Nations Information System on the Question of Palestine, and relevant information materials on the "question of Palestine" website accessed by users worldwide

Strategy

2.15 Substantive responsibility for implementing the subprogramme is vested in the Division for Palestinian Rights. The question of Palestine was first considered by the General Assembly in 1947. By its resolution 3376 (XXX) of 10 November 1975, the Assembly established the Committee on the Exercise of the Inalienable Rights of the Palestinian People. Substantive and secretariat support will be provided to the Committee in its deliberations and its annual programmes of work, which focus on promoting a comprehensive, just, and lasting settlement of the question of Palestine in accordance with all relevant United Nations resolutions, as well as the full and effective implementation of the Israeli-Palestinian agreements. A negotiated settlement is expected to resolve all outstanding issues. Supportive action by the United Nations will continue until all aspects of the question of Palestine are resolved in a satisfactory manner in accordance with international legitimacy. Assistance will also be provided to the Committee in mobilizing international support and assistance for the Palestinian people, including technical cooperation, such as an annual training programme for officials of the Palestinian Authority. Under the auspices of the Committee, thematic international meetings and conferences will be convened to increase awareness of the various aspects of the question of Palestine and to promote dialogue among the parties concerned, including Governments, intergovernmental organizations, entities of the United Nations system and civil society organizations, and concerted action in support of the inalienable rights of the Palestinian people. In addition, and for the same purposes, under the guidance of the Committee, informational materials and resources on the question of Palestine will be developed and updated, including publications, the United Nations Information System on the Question of Palestine and the United Nations website.

Subprogramme 6
Office of the United Nations Special Coordinator for the Middle East Peace Process

Objective of the Organization: to advance the Middle East peace process towards a comprehensive, just and lasting peace

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Participants will re-engage in taking parallel steps towards a lasting peace	(a) Increased frequency of negotiations between parties involved in the conflict with the support of the United Nations

(b) Mobilization of resources for improving the socio-economic conditions of the Palestinian people	(b) The level of resources made available for improving the socio-economic conditions of the Palestinian people is maintained
(c) Coordinated response to the humanitarian needs of the Palestinian people	(c) The number of joint projects and activities carried out by United Nations system organizations

Strategy

2.16 The Office of the United Nations Special Coordinator for the Middle East Peace Process was established in accordance with resolution 48/213, in which the General Assembly requested the Secretary-General to ensure the coordinated work of the United Nations system for an adequate response to the needs of the Palestinian people and to mobilize financial, technical, and economic assistance, and with resolution 49/88, in which the Assembly welcomed the appointment of the Special Coordinator. The Special Coordinator serves as the United Nations focal point for the Middle East peace process, including the socio-economic aspects of the peace process and related United Nations development assistance for Jordan, Lebanon, the Occupied Palestinian Territories and the Syrian Arab Republic.

2.17 The Special Coordinator, through exploration with relevant actors, will develop ways to support the Middle East peace process and provide a coordinated United Nations response to the humanitarian needs of the Palestinian people. This will include responding to requests from negotiating parties and Member States for assistance related to the diplomatic and socio-economic aspects of the peace process. The Special Coordinator will also develop and provide recommendations on diplomatic, legal, socio-economic and security issues as part of United Nations diplomatic input to the Middle East talks and related consultations, in close coordination with relevant United Nations agencies and programmes. The Special Coordinator will continue to play a leading role in both formal and informal coordination mechanisms and will provide political and humanitarian guidance and support to United Nations agencies and programmes. Greater focus will be given to the linkage between the political processes and the social and economic situation that underpins and strengthens these processes.

Subprogramme 7
Peacebuilding Support Office

Objective of the Organization: to assist post-conflict countries to live in sustained peace, in particular to enable the Governments of countries emerging from conflict to perform the basic functions of providing security and protecting and ensuring the safety of individuals and property, to promote economic growth and the rule of law, to restore basic services, to establish effective, democratic and functional institutions of Government and to avoid relapsing into conflict

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Efficient support of the work of the Peacebuilding Commission	(a) (i) Number of reports provided for the weekly meetings of the Chair and Vice-Chairs of the Commission

	(ii) Number of reports prepared for the country-specific meetings and the Organization Committee
	(iii) Number of background reports for the field visits provided on a timely basis by the Peacebuilding Support Office
(b) Effective mobilization and allocation of resources for the Peacebuilding Fund	(b) (i) Number of countries that have pledged and number of countries that have contributed to the Peacebuilding Fund
	(ii) Timely disbursement through projects of approved allocation
	(iii) Activities of the Peacebuilding Fund are in line with the priorities identified by the Peacebuilding Commission
(c) Interventions of direct and immediate impact as well as emergency disbursements made	(c) Interventions of direct and immediate impact as well as emergency disbursements made on a timely basis, where applicable
(d) Progress towards integrated peacebuilding strategies and improved coordination of peacebuilding activities with the United Nations system	(d) (i) Number of countries for which integrated peacebuilding strategies are developed
	(ii) Number of United Nations agencies participating in the development of integrated peacebuilding strategies for countries under consideration by the Peacebuilding Fund

Strategy

2.18 The Peacebuilding Support Office supports the work of the Peacebuilding Commission in all its substantive aspects, and oversees the operation of the Peacebuilding Fund.

2.19 The support provided by the Peacebuilding Support Office to the Commission include setting the overall calendar and workplan, preparing planning, management and advisory documentation, liaising with the field offices and Headquarters departments for the preparation of substantive documentation, preparing the substantive aspects of Commission meetings and participating in interdepartmental discussions on peacebuilding. Moreover, the Peacebuilding Support Office has the responsibility for planning and managing the field visits by members of the Peacebuilding Commission. The Office is also working with outside entities, donors and institutions on substantive peacebuilding-related events in order to ensure that the Commission receives appropriate advice and support from entities outside the United Nations system.

2.20 Moreover, the Office advises the Secretary-General on strategic peacebuilding options in post-conflict countries, including long-term perspectives, and reviews progress made towards the achievement of peacebuilding goals. The Office also advises the Secretary-General on the relationship between political, security, humanitarian and development initiatives linked to "definitive recovery". It performs a convening role to ensure that the United Nations system as a whole is responding in a coherent manner to peacebuilding efforts in countries emerging from conflict. This function requires extensive interaction with United Nations departments, agencies, funds and programmes in an effort to support the implementation of coherent peacebuilding strategies and a coordinated and coherent approach of the United Nations to peacebuilding. As a practical expression of this effort, the Peacebuilding Support Office convenes the Senior Policy Group on peacebuilding, which brings together representatives of relevant departments/offices at the level of Assistant Secretary-General and the Peacebuilding Contact Group at the working level. The Office also participates in various interdepartmental committees to ensure the full involvement of the operational arms of the United Nations, including the funds and programmes.

2.21 The addition of new countries to be considered by the Commission would result in the increased workload for the Peacebuilding Support Office, including preparing substantive inputs for meetings of the Commission; gathering and analysing information on new members under the consideration of the Commission, providing inputs to the planning process for peacebuilding activities; working with lead departments, United Nations field presences and others; and conducting best practices analysis and developing policy guidance, as appropriate.

2.22 The work of the Commission and the Office will be guided by the mandates given to it by the General Assembly and the Security Council in its resolutions 60/180 and 1645 (2005) respectively:

(a) To propose integrated strategies for post-conflict peacebuilding and recovery;

(b) To help to ensure predictable financing for early recovery activities and sustained investment over the medium to longer term;

(c) To extend the period of attention by the international community to post-conflict situations.

Subprogramme 8
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

Objective of the Organization: to establish and maintain a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory in accordance with General Assembly resolution ES-10/17

Expected accomplishments of the Secretariat	Indicators of achievement
Progressive registration of damage claims and maintenance of the Register of Damage	(i) Number of affected natural and legal persons informed about the possibility of and requirements for filing a damage claim for registration

(ii) Number of damage claims received and processed by the Office of the Register of Damage

(iii) Number of damage claims registered by the Board based on established objective criteria defined in rules and regulations

Strategy

2.23 The Office of the Register of Damage will remain active for the duration of the registration process. The establishment of the Register itself is a continuous process, which will most likely take several years, given the thousands of potential claims and the continued construction of the Wall, which may result in new damage claims. The Register of Damage will include both print and electronic versions of the claims, which will be safeguarded at the Office of the Register of Damage. The Office will be responsible for the administration of a community outreach programme to inform the Palestinian public about the possibility of and requirements for filing a damage claim for registration. To that end, the Office will, with the assistance of relevant experts, continue working with local focal points and carry out training and capacity-building. The Office of the Register of Damage will be responsible for maintaining the archive of the Register of Damage both in paper form and electronically.

Legislative mandates

Subprogramme 1
Prevention, control and resolution of conflicts

Charter of the United Nations, in particular Article 99

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters
47/120 B	An Agenda for Peace
52/12 A and B	Renewing the United Nations: a programme for reform
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion
57/26	Prevention and peaceful settlement of disputes
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa
57/157	Cooperation between the United Nations and the Organization of American States

57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe
57/337	Prevention of armed conflict
59/310	Cooperation between the United Nations and the Economic Community of Central African States
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
60/25	Observer status for the Latin American Integration Association in the General Assembly
60/26	Observer status for the Common Fund for Commodities in the General Assembly
60/27	Observer status for the Hague Conference on Private International Law in the General Assembly
60/28	Observer status for the Ibero-American Conference in the General Assembly
60/114	Question of Western Sahara
60/185	Unilateral economic measures as a means of political and economic coercion against developing countries
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
60/285	The situation in the occupied territories of Azerbaijan
60/288	The United Nations Global Counter-Terrorism Strategy
61/4	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
61/5	Cooperation between the United Nations and the Asian-African Legal Consultative Organization
61/6	Cooperation between the United Nations and the Inter-Parliamentary Union
61/7	Cooperation between the United Nations and the International Organization of la Francophonie
61/12	Cooperation between the United Nations and the Economic Cooperation Organization
61/13	Cooperation between the United Nations and the Council of Europe

61/14	Cooperation between the United Nations and the League of Arab States
61/28	The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts
61/40	Measures to eliminate international terrorism
61/42	Observer status for the OPEC Fund for International Development in the General Assembly
61/43	Observer status for the Indian Ocean Commission in the General Assembly
61/44	Observer status for the Association of Southeast Asian Nations in the General Assembly
61/46	Cooperation between the United Nations and the Association of Southeast Asian Nations
61/47	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
61/48	Cooperation between the United Nations and the Pacific Islands Forum
61/49	Cooperation between the United Nations and the Organization of the Islamic Conference
61/50	Cooperation between the United Nations and the Caribbean Community
61/51	Cooperation between the United Nations and the Southern African Development Community
61/53	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
61/101	Strengthening of security and cooperation in the Mediterranean region
61/223	Cooperation between the United Nations and the Community of Portuguese-speaking Countries
61/224	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa

61/232	Situation of human rights in Myanmar
61/259	Observer status for the Islamic Development Bank Group in the General Assembly
61/269	High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace
61/293	Prevention of armed conflict
61/294	Zone of peace and cooperation in the South Atlantic
61/296	Cooperation between the United Nations and the African Union
62/3	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
62/7	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
62/79	Cooperation between the United Nations and the Eurasian Economic Community
62/83	Peaceful settlement of the question of Palestine
62/84	Jerusalem
62/85	The Syrian Golan
62/102	Assistance to Palestine refugees
62/105	Palestine refugees' properties and their revenues
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/222	Situation of human rights in Myanmar

Security Council resolutions

1196 (1998)	Importance of strengthening the effectiveness of arms embargoes in Africa
1197 (1998)	Support for regional and subregional initiatives on Africa and the strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace
1208 (1998)	Maintenance of the civilian and humanitarian character of refugee camps and settlements in Africa
1209 (1998)	Stemming the illicit arms flows to and in Africa

1318 (2000)	Declaration on ensuring an effective role for the Security Council in the maintenance of international peace and security, particularly in Africa
1325 (2000)	Women, Peace and Security
1366 (2001)	Prevention of armed conflict
1612 (2005)	Children and armed conflict
1631 (2005)	Cooperation with regional organizations in maintaining international peace and security
1645 and 1646 (2005)	Post-conflict peacebuilding
1673 (2006)	Non-proliferation of weapons of mass destruction
1674 (2006)	Protection of civilians in armed conflict
1699 (2006)	General issues related to sanctions
1787 (2007)	Threats to international peace and security caused by terrorist acts

Subprogramme 2
Electoral assistance

62/150	Strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization

Subprogramme 3
Security Council affairs

Charter of the United Nations, in particular Articles 1, 7, 12 (2), 15, 24, 28, 29, 30, 45, 46, 47 and 50

General Assembly resolutions

686 (VII)	Ways and means for making the evidence of customary international law more readily available
62/69	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
62/225	Pattern of conferences

Security Council resolutions

Resolutions and decisions pertaining to the establishment and mandates of subsidiary organs created by the Council under the terms of Article 29 of the Charter of the United Nations, including resolutions 751 (1992), 1132 (1997), 1267 (1999), 1373 (2001), 1518 (2003), 1521 (2003), 1533 (2004), 1540 (2004), 1572 (2004), 1591 (2005) and 1636 (2005).

Subprogramme 4
Decolonization

General Assembly resolutions

1514 (XV)	Declaration on the Granting of Independence to Colonial Countries and Peoples
1541 (XV)	Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 *e* of the Charter
1654 (XVI)	The situation with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
2621 (XXV)	Programme of action for the full implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
58/316	Further measures for the revitalization of the work of the General Assembly (annex, sect. D, para. 4 (b), Question of the Falkland Islands (Malvinas))
60/120	Second International Decade for the Eradication of Colonialism
62/112	Information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations
62/113	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories
62/114	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
62/115	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories
62/116	Question of Western Sahara
62/117	Question of New Caledonia

62/118	Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands A. General B. Individual Territories
62/119	Dissemination of information on decolonization
62/120	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
62/121	Question of Tokelau

General Assembly decision

62/523	Observer status for the Cooperation Council for the Arab States of the Gulf in the General Assembly

Subprogramme 5
Question of Palestine

General Assembly resolutions

3376 (XXX)	Question of Palestine
32/40 B	Question of Palestine
34/65 D	Question of Palestine
38/58 B	Question of Palestine
46/74 B	Question of Palestine
62/80	Committee on the Exercise of the Inalienable Rights of the Palestinian People
62/81	Division for Palestinian Rights of the Secretariat

Subprogramme 6
Office of the United Nations Special Coordinator for the Middle East Peace Process

General Assembly resolutions

49/88	Middle East peace process
62/93	Assistance to the Palestinian people

Subprogramme 7
Peacebuilding Support Office

General Assembly resolutions

60/180	The Peacebuilding Commission
60/261	Election of seven members of the Organizational Committee of the Peacebuilding Commission
60/287	The Peacebuilding Fund

Security Council resolution

1645 (2005)	Post-conflict peacebuilding

Subprogramme 8
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

General Assembly resolution

ES-10/17	Establishment of the United Nations Register of Damage caused by the Construction of the Wall in the Occupied Palestinian Territory: resolution

Programme 3

Disarmament

Overall orientation

3.1 General and complete disarmament under strict and effective international control remains the ultimate goal of all efforts exerted in the field of disarmament. The main responsibilities for disarmament lie with Member States. The United Nations, in accordance with its Charter, has a central role and primary responsibility in supporting Member States in this area.

3.2 The mandate for the programme derives from the priorities established in relevant General Assembly resolutions and decisions in the field of disarmament, including the Final Document of the Tenth Special Session of the General Assembly, the first special session devoted to disarmament (resolution S-10/2). The programme is also guided by the United Nations Millennium Declaration (resolution 55/2) and takes into account other relevant resolutions of the United Nations. Weapons of mass destruction, in particular nuclear weapons, continue to be of primary concern to the Organization. Conventional disarmament, especially with regard to major weapons systems, small arms, light weapons and landmines, have received growing increased attention from the international community in view of the havoc that such weapons are inflicting on people's daily lives, in particular in conflict-ridden regions.

3.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office for Disarmament Affairs. The Office's strategy in meeting the programme's objectives is designed around five subprogrammes and is based on its role in and responsibility for facilitating and encouraging, as appropriate, disarmament and non-proliferation measures at all levels. The Office will continue to assist Member States in promoting, strengthening and consolidating multilaterally negotiated principles and norms in all areas of disarmament and non-proliferation in all its aspects. It will support efforts of Member States in the areas of disarmament and non-proliferation in all its aspects in order to help maintain international peace and security and contribute to global efforts against terrorism. In order to do so effectively, the Office will enhance its capacity/capability for more in-depth analysis, keeping track of developments in these areas, and will provide Member States with timely and practical advice, as requested. It will continue to assist Member States in their efforts aimed at preventing the destabilizing and excessive accumulation of and illicit trafficking in and manufacture of small arms and light weapons in all their aspects. Moreover, the Office will facilitate and promote efforts for further implementation of the Programme of Action adopted at the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, as well as practical disarmament measures. It will promote transparency, based on the principle of undiminished security for all, and confidence-building measures in the field of disarmament. Through its regional centres for peace and disarmament, the Office will assist Member States in promoting regional approaches to disarmament, non-proliferation in all its aspects and regional and international peace and security. It will also continue to contribute to efforts to enhance disarmament expertise in Member States, in particular in developing countries.

3.4 The Office will seek to achieve the objectives of the programme by facilitating the process of multilateral deliberation and negotiation. This will include providing substantive organizational support to the First Committee, the Disarmament Commission and other subsidiary bodies of the General Assembly, the Conference on Disarmament and its subsidiary bodies, review conferences and other meetings of parties to multilateral disarmament agreements, as well as to expert groups mandated by the General Assembly. This will also include monitoring and assessing current and future trends in the field of disarmament, non-proliferation in all its aspects and international security.

3.5 The Office will continue to be a source of impartial and factual information on disarmament and security-related matters for Member States, organizations of the United Nations system, intergovernmental and regional organizations and non-governmental organizations, and will expand its educational outreach programmes. Training and advisory services will continue to be provided, through the United Nations Disarmament Fellowship, Training and Advisory Services Programme and the United Nations Institute for Disarmament Research, to Member States, in particular developing countries, to enable them to enhance their expertise in disarmament, so that they may participate more effectively in international deliberating and negotiating forums. The Office will also assist Member States in increasing understanding of the relationship between disarmament and development.

3.6 Gender mainstreaming will continue to be an integral part of the activities of the programme through the implementation of a gender plan of action aimed at raising awareness and increasing commitment to and capacity for gender mainstreaming in disarmament affairs.

Subprogramme 1
Multilateral negotiations on arms limitation and disarmament

Objective of the Organization: to support multilateral negotiations and deliberations on agreements on arms limitation and disarmament, including non-proliferation in all its aspects, and provide support as required by States parties to the existing multilateral arms limitation and disarmament agreements in those areas

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective support to negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on arms limitation and disarmament, including non-proliferation in all its aspects at the organizational, procedural and substantive levels	(a) (i) Increased acknowledgments by presidents and chairpersons of subsidiary bodies and by Member and Observer States of the Conference on Disarmament of the effectiveness of substantive and procedural support and the efficiency of organizational services
	(ii) Increased acknowledgments by chairpersons of conferences and meetings of States parties as well as individual States parties and other participants to those events of the effectiveness of substantive and procedural support and the efficiency of organizational services

(b) Effective support to timely implementation of decisions, recommendations and programmes of action adopted by conferences and meetings of States parties to various multilateral disarmament and non-proliferation agreements	(b) (i) Increased reporting by States parties on their steps to implement treaty obligations, decisions, recommendations and programmes of action
	(ii) Increased provision of information by States parties for populating the databases mandated under multilateral disarmament agreements
	(iii) The number of visits and average time of user sessions to online information sources, in particular to the web pages maintained by the Branch
(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation through the United Nations Disarmament Fellowship, Training and Advisory Services Programme, as well as improved gender balance in the participation in the Programme	(c) (i) Increased percentage of Member States, in particular developing countries, interested in the United Nations Disarmament Fellowship, Training and Advisory Services Programme
	(ii) Increased number of alumni of the United Nations Disarmament Fellowship, Training and Advisory Services Programme in the United Nations bodies, meetings and conferences dealing with disarmament and non-proliferation
	(iii) Increased percentage of female participants in the United Nations Disarmament Fellowship, Training and Advisory Services Programme

Strategy

3.7 The subprogramme is implemented by the Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva. The objective of the subprogramme will be pursued by:

(a) Providing organizational and substantive support, including sound advice on historical background, procedures and practices, to the Conference on Disarmament and to conferences and meetings of States parties to various multilateral arms-limitation and disarmament agreements;

(b) Assisting Member States in consensus-building by providing timely and comprehensive information, including political analyses and policy and procedural options;

(c) Supporting the implementation of treaty obligations, as well as decisions, recommendations and programmes of action adopted by the conferences and meetings of States parties to various multilateral disarmament, non-proliferation and arms-limitation agreements;

(d) Providing specialized training in the field of arms limitation and disarmament, including non-proliferation in all its aspects, to Member States, in particular developing countries, through the United Nations Disarmament Fellowship, Training and Advisory Services Programme, and promoting gender-balanced participation in the Programme;

(e) Monitoring and assessing trends in arms limitation, disarmament and non-proliferation in all its aspects, to provide Member States and international and non-governmental organizations participating in United Nations disarmament-related conferences and meetings with timely and accurate information;

(f) Assisting Member States in capacity-building through substantive support to various disarmament-related activities, including workshops, seminars, ad hoc presentations and advisory services.

Subprogramme 2
Weapons of mass destruction

Objective of the Organization: to promote and support the efforts for nuclear disarmament and non-proliferation in all aspects and to assist Member States, at their request, in supporting existing treaties related to weapons of mass destruction

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on disarmament issues including non-proliferation in all its aspects, and issues of universality relating to weapons of mass destruction, in particular nuclear weapons and delivery systems, by Member States and States parties at their request	(a) (i) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided (ii) Increased number of requests for expertise to support negotiations, deliberations, consensus-building and implementation efforts
(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as ability to respond to challenges relating to weapons of mass destruction, in particular nuclear weapons, as well as biological and chemical weapons, including terrorism involving weapons of mass destruction	(b) (i) Increased number of requests to the Branch for assistance and substantive input and advice on issues related to the work of the Branch (ii) Increased number of visits (page views) to the Branch's web pages (iii) The number of requests from Member States and international and regional organizations for the provision of support at events/seminars aimed at enhancing capacity and assistance in their implementation of obligations relating to disarmament and non-proliferation of weapons of mass destruction and their means of delivery

Strategy

3.8 The subprogramme is implemented by the Weapons of Mass Destruction Branch. The objective of the subprogramme will be pursued by:

(a) Assisting and supporting Member States in their negotiations, deliberations and consensus-building in the area of weapons of mass destruction, in particular nuclear weapons, and on their means of delivery, as well as assisting Member States, at their request, in their endeavours in the area of disarmament, non-proliferation and universalization of multilateral agreements, including global efforts against terrorism;

(b) Assisting and supporting States parties and other interested States, at their request, in their efforts to achieve the full implementation and universalization of multilateral agreements related to weapons of mass destruction, in particular nuclear weapons;

(c) Enhancing cooperation in accordance with existing arrangements with the International Atomic Energy Agency, the Organization for the Prohibition of Chemical Weapons and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, as well as expanding interaction with civil society, in particular research and academic institutions and non-governmental organizations working in the area of weapons of mass destruction and the delivery system;

(d) Monitoring and assessing of current and future trends in the area of weapons of mass destruction with a view to achieving enhanced capacity to provide timely and accurate information and analysis;

(e) Participating in international seminars and workshops in response to rising demand from Member States and international and regional organizations;

(f) Providing more timely and comprehensive analysis and policy options on a wide range of current and emerging disarmament issues in order to build consensus.

Subprogramme 3
Conventional arms (including practical disarmament measures)

Objective of the Organization: to promote greater mutual confidence among Member States in the field of conventional arms and to address the destabilizing and excessive accumulation of and illicit trafficking in and manufacture of small arms and light weapons

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased international action to prevent, combat and eradicate the illicit trade in small arms and light weapons	(a) Increased number of actions undertaken at the global, regional and national levels to implement the Programme of Action on Small Arms and Light Weapons

(b) Sustained participation of Member States in United Nations instruments on confidence-building measures in military and security matters and further development of the scope of such instruments	(b) (i) The number of States participatin the United Nations Register of Conventional Arms (ii) Number of States providing additional information on procurement from national production, military hold and transfers of small arms and light weapons, pending the development of t Register by Member States (iii) The number of States participatin the United Nations standardized instrur for reporting military expenditures
(c) Sustained international cooperation and assistance in promoting practical confidence-building measures in the field of conventional weapons	(c) The number of initiatives undertaken at global, regional and national levels to achie confidence-building measures in the field o conventional weapons

Strategy

3.9 The subprogramme is implemented by the Conventional Arms Branch. The objective of the subprogramme will be pursued by:

(a) Promoting and supporting the implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects;

(b) Promoting and supporting the implementation of the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons;

(c) Facilitating the process of deliberation (including on issues related to transfers), negotiation and consensus-building in the field of conventional weapons;

(d) Supporting efforts of the United Nations system to address the challenges posed by the illicit trade in small arms and light weapons by enhancing the effectiveness of the Coordinating Action on Small Arms mechanism;

(e) Supporting United Nations efforts to enhance cooperation with regard to the issue of conventional ammunition stockpiles in surplus;

(f) Promoting and supporting practical confidence-building measures in the field of conventional weapons;

(g) Promoting and supporting the United Nations Standardized Instrument for Reporting Military Expenditures;

(h) Promoting and supporting the continued operation and further development of the United Nations Register of Conventional Arms and facilitating progress towards universal participation;

(i) Identifying emerging issues and challenges in the field of conventional weapons and analysing their impact on international peace and security;

(j) Analysing and assessing trends and developments related to global military expenditures and the arms trade.

Subprogramme 4
Information and outreach

Objective of the Organization: to provide Member States and the public with objective, impartial and up-to-date information on disarmament activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization and improved access to information materials of the Office for Disarmament Affairs	(a) (i) The record of opinions expressed by end-users on the usefulness and relevance of informational materials (ii) The number of visits, page views and average time of user sessions on the website of the Office for Disarmament Affairs (iii) Increased number of participant hours in briefings given on disarmament
(b) Better preparedness of States to undertake multilateral deliberations and negotiations in the field of disarmament	(b) (i) Increased delivery of factual and objective information to Member States through electronic means regarding various aspects of disarmament (ii) Increased number of responses from Member States to notes circulated by the Office for Disarmament Affairs inviting them to communicate their views on the issues outlined or information requested in relevant General Assembly resolutions
(c) Implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education	(c) The number of activities at the national, regional and global levels implementing the recommendations of the 2002 United Nations study on disarmament and non-proliferation education

Strategy

3.10 The subprogramme is implemented by the Information and Outreach Branch. The objective of the subprogramme will be pursued by:

(a) Continuing to carry out information and outreach activities in cooperation with other relevant departments within the United Nations Secretariat, notably the Department of Public Information;

(b) Enhancing the work of the Secretary-General's Advisory Board on Disarmament Matters, including through periodic reviews of working methods and composition;

(c) Promoting implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education in cooperation with or by relevant United Nations offices, disarmament-related international organizations, regional organizations as well as with civil society organizations, especially non-governmental and academic organizations;

(d) Increasing collaboration with the United Nations Institute for Disarmament Research;

(e) Increasingly exploiting the electronic medium for dissemination and exchange of information, in particular by developing specialized web pages for end-users, including delegations, representatives of intergovernmental organizations and institutions, specialized agencies of the United Nations system, researchers and educators, civil society, especially representatives of non-governmental organizations, the media, and the general public;

(f) Facilitating participation of civil society, especially non-governmental organizations, in disarmament-related conferences and meetings in accordance with established rules of procedure, including access to meetings, documentation, organization of oral presentations, holding of special events and mounting of exhibits.

Subprogramme 5
Regional disarmament

Objective of the Organization: to promote and enhance international efforts towards global disarmament and international peace and security through the support and promotion of regional disarmament efforts and initiatives using approaches freely arrived at among the States of the region and taking into account the legitimate requirements of States for self-defence and the specific characteristics of each region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased opportunities for regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security	(a) The number of activities (regional consultations, regional symposiums, capacity-building workshops/training activities, publications, advocacy and outreach activities related to universalization of treaties and full implementation of resolutions) undertaken at the national, subregional and regional levels

(b) Greater cooperation, within each region and subregion, between the Office for Disarmament Affairs and States and international, regional and subregional organizations, in the areas of disarmament and non-proliferation in all its aspects as well as regional and international peace and security	(b) (i) The number of national, regional and subregional entities participating in events organized by the Regional Disarmament Branch (ii) The number of collaborative measures implemented by regional, subregional and national entities
(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures	(c) The number of actions taken by national, subregional and regional entities to implement measures related to disarmament, non-proliferation in all its aspects and regional and international peace and security measures

Strategy

3.11 The subprogramme is implemented by the Regional Disarmament Branch, comprising the Regional Activities Unit, the Regional Centre for Peace and Disarmament in Africa, the Regional Centre for Peace and Disarmament in Asia and the Pacific and the Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean. The objective of the subprogramme will be pursued by:

(a) Promoting regional cooperation among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security;

(b) Promoting understanding of regional and subregional disarmament;

(c) Providing advice, information and assistance to Member States, at their request, as well as to regional organizations and arrangements and non-governmental organizations;

(d) Supporting national, regional and subregional implementation of existing multilateral instruments and resolutions on disarmament and non-proliferation in all its aspects;

(e) Undertaking advocacy in all areas of disarmament at the regional and subregional levels;

(f) Supporting the capacity-building of national, subregional and regional entities in the implementation of disarmament, non-proliferation in all its aspects and regional and international peace and security measures through hands-on assistance to entities at their request.

Legislative mandates

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly
38/183 O	Advisory Board on Disarmament Studies
42/37 C	Measures to uphold the authority of the 1925 Geneva Protocol and to support the conclusion of a chemical weapons convention
42/38 C	Notification of nuclear tests
44/116 O	Review Conference of the Parties to the Treaty on the Prohibition of the Emplacement of Nuclear Weapons and Other Weapons of Mass Destruction on the Sea-Bed and the Ocean Floor and in the Subsoil Thereof
47/54 G	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session
58/50	Reduction of non-strategic nuclear weapons
59/67	Missiles
59/81	The Conference on Disarmament decision (CD/1547) of 11 August 1998 to establish, under item 1 of its agenda entitled "Cessation of the nuclear arms race and nuclear disarmament", an ad hoc committee to negotiate, on the basis of the report of the Special Coordinator (CD/1299) and the mandate contained therein, a non-discriminatory, multilateral and internationally and effectively verifiable treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
59/95	Improving the effectiveness of the methods of work of the First Committee
60/46	Prohibition of the development and manufacture of new types of weapons of mass destruction and new systems of such weapons: report of the Conference on Disarmament
60/50	Consolidation of the regime established by the Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (Treaty of Tlatelolco)
60/55	Compliance with non-proliferation, arms limitation and disarmament agreements
60/62	The Hague Code of Conduct against Ballistic Missile Proliferation
60/66	Transparency and confidence-building measures in outer space activities

60/68	Addressing the negative humanitarian and development impact of the illicit manufacture, transfer and circulation of small arms and light weapons and their excessive accumulation
60/73	Preventing the risk of radiological terrorism
60/89	Twenty-fifth anniversary of the United Nations Institute for Disarmament Research
60/288	The United Nations Global Counter-Terrorism Strategy
61/47	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
61/53	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
61/55	Role of science and technology in the context of international security and disarmament
61/59	Missiles
61/61	Measures to uphold the authority of the 1925 Geneva Protocol
61/67	Declaration of a fourth disarmament decade
61/70	2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and its Preparatory Committee
61/72	Problems arising from the accumulation of conventional ammunition stockpiles in surplus
61/73	United Nations study on disarmament and non-proliferation education
61/76	Consolidation of peace through practical disarmament measures
61/77	Transparency in armaments
61/79	Information on confidence-building measures in the field of conventional arms
61/87	Mongolia's international security and nuclear-weapon-free status
61/88	Establishment of a nuclear-weapon-free zone in Central Asia
61/89	Towards an arms trade treaty: establishing common international standards for the import, export and transfer of conventional arms
61/91	United Nations disarmament fellowship, training and advisory services
61/95	United Nations Disarmament Information Programme
61/102	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction

61/224	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons
61/257	Strengthening of the capacity of the Organization to advance the disarmament agenda
62/13	Objective information on military matters, including transparency of military expenditures
62/14	Implementation of the Declaration of the Indian Ocean as a Zone of Peace
62/15	African Nuclear-Weapon-Free-Zone Treaty
62/16	Consolidation of the regime established by the Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (Treaty of Tlatelolco)
62/17	Developments in the field of information and telecommunications in the context of international security
62/18	Establishment of a nuclear-weapon-free zone in the region of the Middle East
62/19	Conclusion of effective international arrangements to assure non-nuclear-weapon States against the use or threat of use of nuclear weapons
62/20	Prevention of an arms race in outer space
62/21	Verification in all its aspects, including the role of the United Nations in the field of verification
62/22	Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them
62/23	Implementation of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction
62/24	Follow-up to nuclear disarmament obligations agreed to at the 1995 and 2000 Review Conferences of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons
62/25	Towards a nuclear-weapon-free world: accelerating the implementation of nuclear disarmament commitments
62/26	National legislation on transfer of arms, military equipment and dual-use goods and technology
62/27	Promotion of multilateralism in the area of disarmament and non-proliferation
62/28	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control

62/29	Convening of the fourth special session of the General Assembly devoted to disarmament
62/30	Effects of the use of armaments and ammunitions containing depleted uranium
62/31	Treaty on the South-East Asia Nuclear-Weapon-Free Zone (Bangkok Treaty)
62/32	Reducing nuclear danger
62/33	Measures to prevent terrorists from acquiring weapons of mass destruction
62/34	Prohibition of the dumping of radioactive wastes
62/35	Nuclear-weapon-free southern hemisphere and adjacent areas
62/36	Decreasing the operational readiness of nuclear weapon systems
62/37	Renewed determination towards the total elimination of nuclear weapons
62/38	Regional disarmament
62/39	Follow-up to the advisory opinion of the International Court of Justice on the *Legality of the Threat or Use of Nuclear Weapons*
62/40	Prevention of the illicit transfer and unauthorized access to and use of man-portable air defence systems
62/41	Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction
62/42	Nuclear disarmament
62/43	Transparency and confidence-building measures in outer space activities
62/44	Conventional arms control at the regional and subregional levels
62/45	Confidence-building measures in the regional and subregional context
62/46	Preventing the acquisition by terrorists of radioactive materials and sources
62/47	The illicit trade in small arms and light weapons in all its aspects
62/48	Relationship between disarmament and development
62/49	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
62/50	United Nations regional centres for peace and disarmament
62/51	Convention on the Prohibition of the Use of Nuclear Weapons

62/52	United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific
62/53	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
62/54	Report of the Disarmament Commission
62/55	Report of the Conference on Disarmament
62/56	The risk of nuclear proliferation in the Middle East
62/57	Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects
62/58	Strengthening of security and cooperation in the Mediterranean region
62/59	Comprehensive Nuclear-Test-Ban Treaty
62/60	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction
62/216	United Nations Regional Centre for Peace and Disarmament in Africa

General Assembly decisions

54/418	Advisory Board on Disarmament Matters
60/519	International instrument to enable States to identify and trace, in a timely and reliable manner, illicit small arms and light weapons
62/512	Review of the implementation of the Declaration on the Strengthening of International Security
62/513	United Nations conference to identify ways of eliminating nuclear dangers in the context of nuclear disarmament
62/514	Missiles

Security Council resolutions

1325 (2000)	Women and peace and security
1540 (2004)	Non-proliferation of weapons of mass destruction
1673 (2006)	Extended mandate for the Security Council Committee established pursuant to resolution 1540 (2004)

Programme 4
Peacekeeping operations

Overall orientation

4.1 The purpose of the programme is to support the maintenance of peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandates of the programme are provided in resolutions of the Security Council and the General Assembly.

4.2 The programme comprises the Department of Peacekeeping Operations and the newly established Department of Field Support. The Department of Peacekeeping Operations closely coordinates four interdependent and complementary subprogrammes (operations, military, rule of law and security institutions, and policy, evaluation and training) and integrates cross-cutting responsibilities. Within the Department of Field Support, two subprogrammes have been created to align with the structures established in the field for the provision of administrative and logistics support services (field administrative support and integrated support services).

4.3 The Department of Peacekeeping Operations serves as the lead department in the implementation of integrated mandates, including multisectoral assistance operations, and works in an integrated way with the Department of Field Support, which provides logistical and administrative support. Regional approaches to peacekeeping, in terms of peacekeeping capacity, and political strategies for multiple operations will be pursued when appropriate.

4.4 The Department of Peacekeeping Operations and the Department of Field Support will inform Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop and police contributors, which need to make informed decisions on their participation in peacekeeping missions. The programme will also give emphasis to keeping Member States and other stakeholders informed of support issues in relation to all phases of peace operations. Working in an integrated manner, special attention will be given to the safety and security of peacekeepers in the field, and careful consideration will be given to gender and geographical balance in the staffing of peacekeeping operations.

4.5 Programme strategies are based on the development of capacities to address a wide variety of conflict situations and the need to plan, establish, manage and direct peacekeeping operations. A rapid and effective response to Security Council and General Assembly mandates is crucial for supporting the implementation of peace agreements between the parties to a conflict. Peacekeeping mandates may include the monitoring of ceasefires and buffer zones; disarming, demobilizing and reintegrating ex-combatants; reforming military establishments; training, advising and monitoring police forces; creating security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and legitimate government authority; coordinating economic rehabilitation and mine-clearance programmes; and facilitating the delivery of humanitarian assistance. Missions may also be mandated to maintain law and order and assume responsibility for a transitional administration or executive law enforcement, including criminal justice functions. Sustainable progress on security, national reconciliation and development needs to occur in parallel, given the interconnected nature of those challenges in countries emerging from conflicts. In that context, the Department of Peacekeeping Operations, the Department of Field Support and other relevant departments will plan and conduct United Nations peacekeeping activities in such a manner as to facilitate post-conflict peacebuilding and long-term prevention of recurrence of armed conflict. Meeting the complex and evolving challenges of modern peacekeeping requires an integrated approach and greater coordination within the United Nations system and with external peacekeeping partners, including international financial institutions and regional organizations, to enhance the ability of the international community to maintain peace and security. To increase the programme's effectiveness, policy development and evaluation for the application of peacekeeping best practices and lessons learned will continue, as will continued emphasis on tailored training for all peacekeeping personnel.

4.6 The Department of Field Support is the provider of administrative and logistics services to the operations managed by the Department of Peacekeeping Operations and the Department of Political Affairs. The programme will provide support to United Nations peacekeeping operations as well as special political missions supported by the Department of Field Support in the areas of personnel, finance, logistics, communications, information technology and general administration.

4.7 Fundamental to the provision of mission support are recruiting and retaining high-quality personnel and ensuring that field missions have the appropriate logistic resources, including material, direction, guidance and oversight to enable them to meet their mandated tasks. In addition, the Department provides financial support services that ensure appropriate funding, responsible stewardship of funds and the financial expertise to formulate resource requirements and to manage those funds and resources.

4.8 The programme will provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The department of Peacekeeping Operations will implement the recommendations of the Special Committee, as endorsed by the Assembly.

A. Peacekeeping operations

Subprogramme 1
Operations

Objective of the Organization: effective implementation of Security Council mandates to plan, establish and manage peacekeeping operations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Provision of timely, informed advice and recommendations on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing and other contributing countries	(a) Number of recommendations incorporated in the resolutions of the Security Council, the General Assembly and other intergovernmental bodies regarding new and existing peacekeeping operations

(b) Effective and efficient direction and support for peacekeeping operations	(b) (i) Security Council substantive and time requirements fulfilled to establish new, or implement adjustments to, peacekeeping operations (ii) Peacekeeping operations fulfilling major benchmarks as defined in and mandated by Security Council resolutions

Strategy

4.9 The Office of Operations will continue to perform its core functions of providing timely advice and analysis to the Security Council, the General Assembly, intergovernmental bodies and troop-contributing and other contributing countries on peacekeeping issues and on the integrated planning, effective direction of and support for peacekeeping operations through the provision of policy, political and operational guidance.

4.10 The Office of Operations will serve as the locus of integration for planning and political and operational support to field operations. It will employ the integrated mission planning process policy with internal and external partners, to both establish and adjust operations, to ensure a fully integrated approach to the spectrum of peace support activities, ensuring stabilization of States in post-conflict situations. The central vehicle at United Nations Headquarters for the integrated planning and conduct of United Nations peacekeeping operations and special political missions supported by the Department of Field Support will be the integrated operational teams. The Office of Operations will be responsible for establishing and managing the teams, bringing together expertise from the Department of Peacekeeping Operations and the Department of Field Support and other subject matter experts to provide integrated policy guidance for senior management. The integrated operational teams will also provide a principal point of entry for troop- and police-contributing countries and partners to engage in the planning and conduct of integrated peacekeeping operations. Building on initial context-specific cooperation with regional organizations, the Office of Operations will, in collaboration with the Policy, Evaluation and Training Division, operationalize relationships with an expanding pool of relevant regional organizations to maximize crisis prevention and response. In particular, and in the light of capacity needs in conflict-prone areas, the Office will enhance and institutionalize support for and cooperation with African regional organizations. Best practices will be incorporated into the design, planning and implementation of new and existing missions, refining redress of cross-cutting issues. Integrated mission information and operations units will be standardized in accordance with policy developments and will provide systematic and reliable mission risk assessments and longer-term analysis.

Subprogramme 2
Military

Objective of the Organization: to implement effectively the military aspects of Security Council mandates

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish the military component of peacekeeping operations in response to Security Council mandates	(a) Deployment of military components within the timelines planned for specific operations
(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	(b) Implementation of all endorsed field mission-related recommendations, in respect of military components, that are published in the evaluation reports

Strategy

4.11 The substantive responsibility for the subprogramme is vested in the Office of Military Affairs. The Office will continue to provide its best military advice to assist the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries on issues related to peacekeeping. The Office will also endeavour to ensure that all troop-contributing countries are informed about current peacekeeping issues and have their troops trained accordingly. The activities of the subprogramme will include the preparation of operational plans for military components of peacekeeping operations, such as contingency plans for potential, ongoing or closing operations; the generation of military forces, observers and Headquarters staff for deployment, including predeployment assessments, coordination of deployments and rotations of the military components of missions; daily monitoring of and support for the military components of peacekeeping operations; and the contribution to peacekeeping training activities of the Department of Peacekeeping Operations and Member States deploying uniformed personnel, including the institutionalization of high standards of conduct and discipline.

4.12 The subprogramme will give special emphasis to supporting African regional peacekeeping military needs; strive for formalized arrangements with peacekeeping partners; encourage and increase the participation of female peacekeepers; assist regional organizations in their efforts to set up peacekeeping forces; formulate and issue cohesive military-related peacekeeping policies; introduce modern management practices; increase synergy and cooperation between military and police components; continue to review the United Nations Standby Arrangements System and encourage Member States to participate in it; and enhance the rapidly deployable capability of the military component during the start-up of a peacekeeping mission or during a crisis in existing peacekeeping missions.

4.13 The Office will enhance responsiveness to field missions, increasing the integration of the military perspective through military representatives on the integrated operational teams. Military representatives on the teams will draw upon the full capability and expertise of the Office of Military Affairs across the entire spectrum of military issues. Military representatives on the teams have the responsibility to represent the official position of the Office. The Office will coordinate weekly meetings with the military officers attached to the integrated operational teams.

Subprogramme 3
Rule of law and security institutions

Objective of the Organization: to support and enable rule of law, mine-action and security institutions in post-conflict societies to develop sustainable capacities and services in accordance with accepted international standards

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish rule of law and security components of peacekeeping operations in response to Security Council mandates	(a) Reduction in number of days required to start up police components
(b) Increased efficiency and effectiveness of the rule of law, security and mine-action components of peacekeeping operations	(b) (i) Increased percentage of police specialists deployed to police components in line with requirements for mandate implementation (ii) Increased number of justice and corrections experts rostered for potential deployment to peacekeeping operations (iii) Increased number of trained disarmament, demobilization and reintegration experts on a roster to support assessments and evaluations (iv) Increased number of trained and rostered security sector reform experts
(c) Targeted marking, fencing, clearance and mine-risk education in affected countries and communities	(c) Reduction in the rate and level of casualties caused by landmines and explosive remnants of war in affected countries

Strategy

4.14 Substantive responsibility for the subprogramme is vested in the Office of Rule of Law and Security Institutions, which consists of the Police Division, the Mine Action Service, the Criminal Law and Judicial Advisory Section, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Section. The re-establishment of the rule of law and the strengthening of the national internal security apparatus and institutions in post-conflict societies are paramount for the creation of an environment for lasting peace. The core function of the Office is to develop and maintain the important strategic and operational frameworks — including in policy, operational support, training and partnerships — to facilitate synergy, efficiency and effectiveness when working to strengthen security and the rule of law. In that regard, the components each develop comprehensive plans for the reform and development of their respective sectors that take into consideration the relationships between the criminal justice institutions, legislation and justice system procedures and relevant gender dimensions affecting law and order. The rule of law and security institution pillar will act as a repository for rule of law and security issues in peacekeeping operations. It will actively engage regional and subregional organizations and donors on all aspects of rule of law and security issues and will develop and disseminate lessons learned and best practices. It will also strengthen its engagement with Member States and regional peacekeeping training centres on current training practices, security institution standards, training policy and materials. In addition, the component will continue to develop partnerships with other United Nations and relevant international actors.

Subprogramme 4
Policy, evaluation and training

Objective of the Organization: to provide an integrated capacity to the Department of Peacekeeping Operations, the Department of Field Support and field missions to develop and disseminate policy and doctrine; to develop, coordinate and deliver standardized training; to evaluate mission progress towards mandate implementation; and to develop policies and operational frameworks for strategic cooperation with various United Nations and external partners

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Develop or facilitate the development and provision of timely policies, procedures and standard operating procedures related to the needs of the Department of Peacekeeping Operations, the Department of Field Support and field missions	(a) Timely adoption and implementation of policies, procedures and standard operating procedures by Headquarters and field missions
(b) Support the continued development of the Department's Intranet site as the primary vehicle for delivery of policies, procedures and standard operating procedures to field mission personnel	(b) Increased number of mission users on the Department's Intranet site
(c) Conduct or support the conduct of training for all deploying peacekeepers based on United Nations standardized training materials	(c) Civilian, military and police personnel receive predeployment or induction training before deployment or upon arrival in the mission area
(d) Peacekeeping training materials are updated and made available to troop- and police-contributing countries and civilian personnel	(d) Dissemination of updated United Nations training materials to civilian, military and police personnel in peacekeeping missions, Member States and peacekeeping partner institutions

(e) Evaluations of mission performance and follow-up result in improved policy, procedures and training and more effective management in both field missions and at Headquarters	(e) Evaluations of peacekeeping mission performance
(f) Development of strategic and operational frameworks for operational cooperation with partners in peacekeeping operations to enable effective and integrated operations in field missions	(f) Frameworks for cooperation result in engagement with partners in field operations

Strategy

4.15 The substantive responsibility for the subprogramme is vested in the Policy, Evaluation and Training Division, which will provide an integrated capacity for the development of peacekeeping doctrine and policy, informed by the systematic capturing of best practices and lessons learned; the standardization, design and delivery of training based upon doctrine and/or policy; and the evaluation of mission performance in implementing mandates. The Division will provide services to the Department of Peacekeeping Operations, the Department of Field Support and field missions, thus ensuring the integration of substantive and support functions in policy development, training and evaluation and providing a common platform for policy, guidance material, training and evaluation at Headquarters and in the field.

4.16 The aim of the above-mentioned capacity is to enhance the efficiency and effectiveness of peacekeeping field operations and support from Headquarters. The Division will develop and disseminate peacekeeping doctrine (policies, practices and standard operating procedures), support the doctrine development process within the subprogrammes of both Departments and support the continued development of the Intranet as the principal means for sharing knowledge and providing guidance material to staff in the field. Working in close cooperation with Member States and regional organizations, the Division will design and deliver training programmes intended to equip personnel to undertake their functions in field missions. The Division will support the development of peacekeeping training capacity in Member States, particularly the top troop- and police-contributing countries. It will also support emerging troop- and police-contributing countries in the development of peacekeeping capacities through training assistance, provided directly or through the training institutions of experienced troop and police contributors. The Division will identify potential peacekeeping partners and develop frameworks to enable existing United Nations and non-United Nations partners to cooperate in peacekeeping operations in a complementary manner. The Division will evaluate mission performance, with the results of evaluations being used to guide follow-on remedial activities, including policy development and training in both Departments and in the field missions.

Subprogramme 5
Field administrative support

Objective of the Organization: to staff and finance United Nations peacekeeping and related operations to enable them to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(a) High percentage of leadership and critical staff generated within three months of the establishment or expansion of a mission
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Average civilian staff vacancy rates for field missions to be reduced to 20 per cent within nine months from establishment of a mission and 15 per cent within one year
	(ii) Average civilian staff vacancy rates for field missions to be reduced to 10 per cent for all missions that are not in a start-up/expansion/transition phase
	(iii) Maintenance of a six-month average processing time (from receipt of mission-certified claim to its approval by the Department) for contingent-owned equipment claims
	(iv) Reduction in Department of Peacekeeping Operations/Department of Political Affairs/Department of Field Support final budget submission review time for missions that receive an Abacus visit
	(v) All new peacekeeping personnel trained in the United Nations standard of conduct, including sexual exploitation and abuse

Strategy

4.17 Within the Department of Field Support, responsibility for the subprogramme is vested in the Field Personnel Division and Field Budget and Finance Division, whose activities include support for peacekeeping and other field operations in the areas of personnel, budget and finance. The subprogramme is also responsible for training, monitoring, reviewing and advising on conduct and discipline matters relating to all categories of personnel.

4.18 The Field Personnel Division is responsible for recruiting and retaining high-quality staff for United Nations peacekeeping operations and special political missions. The Division will also deliver policy guidance and undertake self-monitoring and quality assurance measures. It will deploy tiger team staffing and administrative support, as needed by field missions, to ensure that all administrative and management processes are effective, timely and appropriate. The operational capacities of the Department will be strengthened through career development and management of civilian staff. Concerted efforts will be made to improve the gender balance and geographical distribution in the staffing of field missions.

4.19 The Field Budget and Finance Division will support missions in preparing budget proposals and performance reports to enable the effective and efficient fulfilment of their mandates and to respond to changing circumstances on the ground or changes in mandate including liquidation. The support provided will include Abacus team visits to field operations to improve the quality of information and timeliness of budget preparation, including improved results-based budgeting, staffing and cost estimates. The Division will ensure timely processing of troop-contributing countries' claims for contingent-owned equipment.

4.20 The subprogramme will support field operations in the implementation of enterprise resource planning and International Public Sector Accounting Standard, in the areas related to personnel, budget and finance. The subprogramme will also work towards ensuring operational readiness and will prioritize the timely deployment of financial and personnel resources, as well as enhance its capacity to rapidly deploy a fully effective mission to areas of operation.

4.21 With respect to conduct and discipline, the subprogramme will place continued emphasis on conduct and on tailored training in United Nations standards of conduct for all peacekeeping personnel, including mandatory training for all categories of personnel on sexual exploitation and abuse. The subprogramme will continue to monitor, review and provide policy guidance and oversight on United Nations standards of conduct and to advise on conduct and discipline matters relating to all categories of personnel. The subprogramme will maintain a comprehensive database of all allegations of misconduct for all categories of personnel and provide related analysis and trends.

Subprogramme 6
Integrated support services

Objective of the Organization: to equip United Nations peacekeeping and related operations to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates	(a) (i) Identification and deployment of strategic deployment stocks and other logistic equipment within 90 days of Security Council mandates that is capable of supporting start-up teams and initial troop and police deployments

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	(ii) Development of full information and communications technology capabilities, including secure voice, data and video services, within 20 hours of arrival of equipment and personnel
(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support	(b) (i) Missions have access to valid systems contracts with sufficient not-to-exceed amounts, 365 days of the year (ii) Wide-area network is up 99.8 per cent of the time

Strategy

4.22 Within the Department of Field Support, substantive responsibility for this subprogramme is vested in the Logistics Support Division and the Information and Communications Technology Division. The activities of those offices include the provision of equipment and services to missions, enabling the effective, timely and efficient fulfilment of their mandates. The subprogramme will provide integrated support services to missions as required and develop responsive mechanisms to address changing circumstances on the ground or changes in mandate. The subprogramme will work towards ensuring pre-emptive operational readiness and will strive to be more effectively placed to prioritize the timely deployment of material resources, as well as optimizing United Nations acquisition management and its material resource utilization. The subprogramme will continue to monitor and provide policy guidance and oversight on the delivery of integrated support to the field missions.

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Objective of the Organization: to observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in supervision of the application and observance of the terms of those agreements

Expected accomplishments of the Secretariat	Indicators of achievement
The Security Council is informed in a timely manner of non-compliance with its resolutions	Timely submission of observation reports to the Secretary-General

Strategy

4.23 The United Nations Truce Supervision Organization (UNTSO) will continue to provide trained military observers under the operational support command of the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Disengagement Observer Force (UNDOF), assisting with the implementation of their respective mandates. It will continue its core functions of maintaining a minimum acceptable level of patrols, notwithstanding deterioration in the regional security situation. Moreover, it will continue mobile patrolling in the UNDOF areas of separation and in the UNIFIL area of operation to deter all parties from any violation of the agreements.

4.24 The Mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including the safety and security situation. It will also continue to exercise command, administrative, logistical and security support to all outstations mission-wide. In addition, it will continue to use the good offices of the Head of Mission to strengthen and improve the relationships between Israel and its neighbouring countries. Moreover, the mission will continue to maintain and improve effective liaison with troop-contributing nations' ambassadorial and consular representatives, and with regional United Nations organizations. Furthermore, it will continue to develop contingency planning to address changes in the military and/or political situation in the UNTSO area of operation.

2. United Nations Military Observer Group in India and Pakistan

Objective of the Organization: to monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution 307 (1971)

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations	(a) Timely submission of incident/violation reports to United Nations Headquarters
(b) Effective, efficient patrolling, inspecting and investigation of ceasefire violations	(b) (i) Number of operational patrols with free and secured access to notified areas to the extent permitted by the host countries
	(ii) Number of investigations of complaints undertaken

Strategy

4.25 The United Nations Military Observer Group in India and Pakistan (UNMOGIP) will continue to provide timely and detailed routine as well as ad hoc reports on relevant developments in the UNMOGIP area of operations in accordance with the implementation of its mandate.

4.26 The Mission will continue to maintain military observers at all its operational field stations on both sides of the line of control, conduct efficient patrols and effective inspections and investigations of the alleged violations of the ceasefire and, to the extent permitted by the host countries, perform field tasks in the vicinity of the line of control from the field stations.

Legislative mandates

A. Peacekeeping operations

General Assembly resolutions

49/233 A and 52/230	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
60/97	Assistance in mine action
61/256	Strengthening of the capacity of the Organization on peacekeeping operations
61/267 A and B	Comprehensive review of a strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
61/291	Comprehensive review of the whole question of peacekeeping operations in all their aspects
62/214	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009
62/237	Programme budget for the biennium 2008-2009
62/238	Special subjects relating to the programme budget for the biennium 2008-2009

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Security Council resolutions

50 (1948)	Cessation of hostilities in Palestine
54 (1948)	Situation in Palestine
73 (1949)	Armistice Agreements concluded by the parties involved in the conflict in Palestine

2. United Nations Military Observer Group in India and Pakistan

Security Council resolutions

39 (1948)	Establishment of a commission on the situation between India and Pakistan
47 (1948)	Restoration of peace and order in Jammu and Kashmir and the holding of a plebiscite
91 (1951)	Appointment of a United Nations Representative for India and Pakistan
307 (1971)	Observation of a durable ceasefire and a cessation of hostilities in Jammu and Kashmir

Programme 5
Peaceful uses of outer space

Overall orientation

5.1 The overall purpose of the programme is the promotion of international cooperation in the peaceful uses of outer space for economic, social and scientific development, in particular for the benefit of developing countries. The legislative authority and direction of the programme is drawn from relevant General Assembly resolutions and the decisions of the Committee on the Peaceful Uses of Outer Space, which was established in 1959 by the Assembly in its resolution 1472 (XIV), the Committee's Legal Subcommittee and Scientific and Technical Subcommittee and their subsidiary bodies. Recommendations of particular relevance to the work to be undertaken under this programme are contained in the resolution entitled "The Space Millennium: Vienna Declaration on Space and Human Development", adopted by the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III) and endorsed by the Assembly in its resolution 54/68.

5.2 By its resolution 59/2, the General Assembly reviewed the progress made in the implementation of the recommendations of UNISPACE III and endorsed the Committee's Plan of Action, contained in the Committee's related report (A/59/174). The Plan of Action constitutes a long-term strategy for enhancing mechanisms at the national, regional and global levels for developing and strengthening the use of space science and technology and their applications to support overarching global agendas for sustainable development; developing coordinated, global space capabilities; supporting specific agendas to meet human development needs at the global level; and supporting overarching capacity development. In implementing that strategy, the Committee will provide a bridge between users and potential providers of space-based development and services and will take advantage of partnerships established between its secretariat, Member States, intergovernmental organizations and international non-governmental organizations to implement the recommendations of UNISPACE III.

5.3 In line with that strategy, the General Assembly, in its resolution 61/110, established the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER). UN-SPIDER will provide universal access to all types of space-based information and services relevant to disaster management to support the full disaster management cycle by serving as a gateway to space information for disaster management support, a bridge to connect the disaster management and space communities and a facilitator of capacity-building and institutional strengthening, in particular for developing countries. In its resolution 61/111, the General Assembly noted with appreciation the establishment of the International Committee on Global Navigation Satellite Systems. The Committee will promote cooperation, as appropriate, on matters of mutual interest related to civil satellite-based positioning, navigation, timing and value-added services. By its resolution 62/101, the General Assembly adopted recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects. The recommendations are aimed at harmonizing practices relating to objects launched into outer space. In its resolution 62/217, the General Assembly endorsed the Space Debris Mitigation Guidelines of the Committee on the Peaceful Uses of Outer Space (A/62/20, paras. 117 and 118 and annex). Those guidelines, to be implemented on a voluntary basis, reflect the existing practices of a number of national and international organizations.

5.4 The programme will continue to strengthen the international legal regime governing outer space, resulting in improved conditions for expanding international cooperation in the peaceful uses of outer space. The implementation of the programme will also strengthen efforts at the national, regional and global levels, including among entities of the United Nations system and international space-related entities, to maximize the benefits of the use of space science and technology and their applications.

Objective of the Organization: to further strengthen international cooperation among Member States and international entities in the conduct of space activities for peaceful purposes and the use of space science and technology and their applications towards achieving internationally agreed sustainable development goals

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities	(a) (i) Increased number of States and intergovernmental organizations that have adhered to or declared their acceptance of the five United Nations treaties on outer space
	(ii) Increased number of States and intergovernmental organizations that have taken action to implement and/or apply the United Nations treaties, the Principles governing outer space activities and other relevant resolutions
	(iii) Greater number of States and intergovernmental organizations submitting information on space objects in a timely and more harmonized manner
(b) Strengthened capacities of countries in using space science and technology and their applications in areas related, in particular, to sustainable development	(b) Increased number of countries that have taken action to use space science and technology and their applications to support their national development programmes and activities
(c) Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and their applications as tools to advance human development and increase overall capacity development	(c) (i) Increased number of partnerships and/or synergies with United Nations organizations to promote awareness, strengthen capacity and use space science and technology and their applications

	(ii) Increased number of partnerships and/or synergies with international space-related entities and industry to promote awareness, strengthen capacity and use space science and technology and their applications
	(iii) Increased number of actions taken in collaboration with the International Atomic Energy Agency towards the development of an international technically based framework of goals and recommendations for the safety of planned and currently foreseeable nuclear power source applications in outer space
	(iv) Increased number of national, regional and international entities that support the regional centres for space science and technology education and/or contribute to their continuing education programmes
(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations on ways at accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle	(d) (i) Increased number of countries requesting assistance in defining disaster management plans and policies with regard to the use of space-based technologies
	(ii) Increased number of countries requesting technical advisory support for implementing risk reduction and emergency response activities using space-based information

Strategy

5.5 The Office for Outer Space Affairs is substantively responsible for the implementation of the programme. The overall strategy of the Office in meeting the objective of the programme includes:

(a) Promoting greater awareness of and strengthening the international legal regime governing outer space activities and its implementation, including the development of national space legislation, and promoting increased opportunities for education in space law;

(b) Strengthening capacity, in particular of the developing countries, in the use and applications of space science and technology for sustainable development and increasing awareness of decision makers of the benefits of space science and technology and their applications in addressing societal needs for sustainable development;

(c) Supporting the implementation of the recommendations of UNISPACE III, in particular those that have relevance to the internationally agreed development goals;

(d) Assisting in consensus-building among Governments and organs, organizations and programmes within the United Nations system, as well as intergovernmental and non-governmental organizations and industries engaged in space-related activities;

(e) Strengthening existing cooperative relationships and forging new partnerships to maximize the effective use of resources and identify new mechanisms for making space capabilities more readily available to all users;

(f) Contributing to the objectives of United Nations and non-United Nations bodies in addressing matters relating to space law and policy and the use of space science and technology and their applications.

Legislative mandates

General Assembly resolutions

1472 A (XIV)	International cooperation in the peaceful uses of outer space
1721 B (XVI)	International cooperation in the peaceful uses of outer space
2453 (XXIII)	International cooperation in the peaceful uses of outer space
3235 (XXIX)	Convention on the Registration of Objects Launched into Outer Space
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/2	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/115	Application of the concept of the "launching State"
60/99	International cooperation in the peaceful uses of outer space
61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
61/111	International cooperation in the peaceful uses of outer space
62/101	Recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects
62/217	International cooperation in the peaceful uses of outer space

Programme 6
Legal affairs

Overall orientation

6.1 The overall purpose of the programme is to promote a better understanding by Member States of and respect for the principles and norms of international law in order to support the accomplishment of the objectives of the United Nations.

6.2 The mandate for the programme derives from the principal decision-making organs of the Organization in accordance with the Charter of the United Nations and the Statute of the International Court of Justice.

6.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office of Legal Affairs. It provides a unified central legal service for the Secretariat and the principal and other organs of the United Nations, supports the development of international justice, contributes to the progressive development and codification of international public and trade law, strengthening and developing the international legal order for the seas and oceans, registers and publishes treaties and performs the depositary functions of the Secretary-General.

6.4 The Office will provide services and legal advice, upon request, to the decision-making organs of the United Nations and its Member States. It will aim to strengthen respect within the United Nations system for the rule of law, in particular, observance of the Charter and the resolutions, decisions, regulations, rules and treaties emanating from the Organization. Achievement of gender equality will also be addressed in the advice provided by the Office and in its activities, as appropriate.

Subprogramme 1
Provision of legal services to the United Nations as a whole

Objective of the Organization: to assist the principal and subsidiary organs of the United Nations in enhancing respect for the rule of law and supporting the development of international justice

Expected accomplishments of the Secretariat	Indicators of achievement
Provision of qualitative and timely legal advice, thus facilitating the functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated	(a) Satisfaction with the clarity and accuracy of the advice provided by the Office of Legal Affairs (b) Legal instruments are finalized in respect of the activities of the United Nations

Strategy

6.5 The subprogramme is implemented by the Office of the Legal Counsel. The Office will assist the principal and subsidiary organs of the United Nations through the qualitative and timely provision of legal advice at their request, the preparation of reports and analyses, and its participation in meetings. This covers questions relating to international peace and security and includes advice on the interpretation of the Charter, resolutions, rules and regulations of the United Nations, treaties, and questions involving the use of force, sanctions, investigations, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. Legal advice will be provided on questions related to public international law, including legal disputes, human rights, humanitarian law and international criminal law, including formulation of statements of a legal nature for the Secretary-General. Legal advice will also be provided to treaty bodies institutionally linked to the United Nations, at their request. Advice will be provided on constitutional, credentials and membership issues, as well as on the interpretation and application of the rules of procedure of principal and subsidiary organs. The Office will also assist the Secretary-General in complying with his statutory responsibilities with regard to the International Court of Justice. As required, the Office will represent the Secretary-General at meetings and conferences. Through continued ongoing contacts with legal offices throughout the United Nations system, the Office will seek to ensure that legal advice within the system is provided in a coordinated manner. It will work closely with the principal and subsidiary organs of the United Nations to ensure that the advice is clear, accurate and effective, and will engage in necessary follow-up to support the implementation of any resulting policy decisions, if requested.

6.6 Legal advice and services will be provided for the Organization's peacekeeping operations through the preparation of agreements governing the status and the privileges, immunities, facilities and exemptions of those operations, including status-of-forces and status-of-mission agreements. Assistance and advice will also be provided in the preparation of instruments required for the proper and lawful functioning of those operations, including rules of engagement, standard operating procedures and directives. In the case of operations with legislative and executive mandates, assistance and advice will, in addition, be provided in the preparation of legislative instruments. Assistance for peacemaking efforts will include advice to support negotiations and the preparation of legal instruments.

6.7 A further objective of the subprogramme is to support the development of international justice and an end to impunity through help to existing international and internationally assisted tribunals. To that end, the Office will work to ensure that, as subsidiary organs of the Security Council, the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda or their residual mechanism operate, in their administrative activities, in accordance with the Charter, regulations, rules and policies of the United Nations and, as judicial organs, act within their statutes. Within the framework of the subprogramme, the Office will provide advice to the principal and subsidiary organs of the Organization on legal aspects of the activities of the above-mentioned Tribunals and on matters arising in their relations with those Tribunals. It will also provide advice to the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda or their residual mechanism regarding their relationships with States and host countries. In addition, the Office will provide advice and ongoing support to the Special Court for Sierra Leone, the Extraordinary Chambers in the Courts of Cambodia, and the Special Tribunal for Lebanon. Moreover, it will provide advice to the principal and subsidiary organs regarding the Relationship Agreement between the International Criminal Court and the United Nations.

Furthermore, it will assist in the establishment of other tribunals, as mandated, and help to develop transitional justice mechanisms, if mandated.

6.8 The Office will continue to carry out secretariat and representational functions for organs and bodies falling within its competence, including the Credentials Committee of the General Assembly, the Committee on Relations with the Host Country and, as appropriate, ad hoc working groups of the Security Council and the Sixth Committee.

Subprogramme 2
General legal services provided to United Nations organs and programmes

Objective of the Organization: to protect the legal interests of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maximization of the protection of the legal interests of the Organization	(a) The absence of instances in which, unless waived, the status and privileges and immunities of the Organization are not maintained
(b) Minimization of the legal liabilities of the Organization	(b) The total amount of the Organization's legal liability is minimized compared with the total amount of claims brought against the Organization

Strategy

6.9 The subprogramme is implemented by the General Legal Division. Legal services and support will be provided to assist all parts of the Organization, including offices located away from Headquarters, in the day-to-day administration of their mandates and programmes. These involve (a) participation in meetings of Secretariat bodies, such as the Committee on Contracts, the Staff Management Coordination Committee, the Property Survey Board and the Claims Board; and (b) the provision of advice on the interpretation of certain Articles of the Charter, General Assembly resolutions and decisions, the regulations, rules and mandates of programmes and activities in which United Nations organs and bodies are engaged and the interpretation of other administrative issuances of the Secretariat.

6.10

Legal services and support will also be provided (a) for the peacekeeping operations of the Organization in contracting for air, land and sea transportation, rations, logistical support, personnel and equipment; the resolution of related disputes; and claims against the Organization resulting from such operations; (b) for the Organization's expanded contracting requirements and the reform of procurement; (c) to funds and programmes for the establishment of programmes of cooperation for development, as well as for the development of new institutional modalities for operational activities and initiatives to counter epidemics and other hazards; (d) for assisting in the prosecution and punishment of staff members and others who engage in theft, corruption or other fraudulent activities against the Organization and for recovery of assets; and (e) for the development of new modalities for cooperating with outside entities in achieving the objectives of the Organization.

6.11 Furthermore, legal services will be provided for matters related to the regulations, rules and other administrative issuances of the Organization and revisions to the personnel appraisal system. The General Legal Division will represent the Secretary-General before the Administrative Tribunal and represent the Organization before other judicial and arbitral bodies.

Subprogramme 3
Progressive development and codification of international law

Objective of the Organization: to facilitate the progressive development and codification of international law

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the formulation of legal instruments	(a) (i) The level of progress achieved on instruments under preparation (ii) The satisfaction of Member States with the quality of parliamentary documentation and background materials (iii) The satisfaction of the International Law Commission with the services provided (iv) The satisfaction of Member States with the services provided to the Sixth Committee
(b) Wider appreciation and understanding of international law	(b) (i) The satisfaction of participants with the quality of courses and seminars (ii) The satisfaction of end-users with the quality of publications issued and information disseminated electronically

Strategy

6.12 Substantive responsibility for the implementation of the subprogramme is vested in the Codification Division. The types of activities to be undertaken will include research on topics of international law, compilation of background documents, preparation of draft reports of a substantive nature for the bodies concerned, legal advice and assistance in the conduct of proceedings and in the drafting of legal instruments, resolutions and decisions.

6.13 Substantive support will be provided to the Sixth Committee of the General Assembly in its consideration of the status of relevant instruments, measures aimed at enhancing the accession of States to those instruments or, as the case may be, use by States of the procedures envisaged by the relevant resolutions of the Assembly. Substantive support will also be provided to special and ad hoc committees and working groups of the Sixth Committee, as well as to the International Law Commission.

6.14 The United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law will be implemented through (a) the preparation and issuance of legal publications, such as the *United Nations Juridical Yearbook, the Yearbook of the International Law Commission*, the *United Nations Legislative Series and the Reports of International Arbitral Awards*, proceedings of codification conferences, *Summaries of Judgments, Advisory Opinions* and *Orders of the International Court of Justice*, as well as ad hoc publications on public international law; (b) the designing of curricula and the organization of courses and seminars on various subjects of international law; (c) the maintenance and continuous updating of the websites of the Sixth Committee and the International Law Commission, and of the codification of international law, in conformity with existing mandates; and (d) the administration of the Audiovisual Library of International Law via the Internet, including through the organization of lectures and the dissemination of teaching materials, and the presentation of historic archival material. Assistance in the form of fellowships, seminars and enhanced distribution of and access to United Nations legal publications will be provided, in particular, to developing countries.

Subprogramme 4
Law of the sea and ocean affairs

Objective of the Organization: to strengthen the rule of law for the oceans

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Increased capacity of Member States and intergovernmental organizations for the uniform and consistent application of the United Nations Convention on the Law of the Sea and the implementing agreements	(a) (i) Increased number of States parties able to implement their obligations under the Convention and the related implementing agreements (ii) Increased participation of States in the Convention and the related implementing agreements
(b) Increased opportunities for States to derive benefits from the oceans and seas in conformity with the United Nations Convention on the Law of the Sea and the related implementing agreements	(b) (i) Increased number of submissions to the Commission on the Limits of the Continental Shelf (ii) Increased number of activities aimed at improving the sustainable development of the oceans and seas, the equitable and efficient utilization of their resources, the conservation of their living resources and the study, protection and preservation of the marine environment

	(iii) Increased cooperation relating to the conservation and sustainable use of marine living resources and, in particular, biodiversity, in areas beyond national jurisdiction
(c) Increased cooperation of intergovernmental organizations in the work of processes formed by the General Assembly, such as the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea	(c) (i) Increased number of substantive contributions made by intergovernmental organizations to the Secretary-General's annual reports to the General Assembly on oceans and the law of the sea, including special reports (ii) Active participation of intergovernmental and non-governmental organizations in the work of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea and other relevant processes
(d) Increased cooperation between intergovernmental organizations and the Division for Ocean Affairs and the Law of the Sea in the coordination on ocean-related issues	(d) Increased activities carried out jointly between the Division for Ocean Affairs and the Law of the Sea and other relevant organizations, including requests for assistance

Strategy

6.15 The subprogramme is implemented by the Division for Ocean Affairs and the Law of the Sea.

6.16 The Division will provide information, analysis and advice on the Convention on the Law of the Sea and its implementing Agreements, their status and State practice relating thereto. Assistance will be provided to States and international organizations (including regional organizations) in the development of legal instruments in the field of the law of the sea and ocean affairs, in harmony with the provisions of the Convention and its implementing Agreements.

6.17 Member States will be assisted in identifying emerging issues of ocean affairs to be addressed within the framework of the Convention. This assistance will entail analysing areas requiring action, organizing groups of experts for the purpose of formulating appropriate responses to emerging needs and servicing multilateral consultations and negotiations, so as to contribute to the progressive development and codification of international law.

6.18 Developing States, through the workshops and training material developed by the Division's capacity-building team in collaboration with internal and external partners, will continue to be assisted in developing and strengthening their capabilities, in particular the human and technical resources, required for the effective exercise of their rights and the fulfilment of their obligations.

6.19 The Division will continue providing services to the meetings of States parties to the Convention and to the Informal Consultations of States Parties to the

Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks (United Nations Fish Stocks Agreement) and substantial, administrative and technical support to the Review Conference for the United Nations Fish Stocks Agreement to be convened at a date not later than 2011.

6.20 The Division will also provide services and assistance for the effective functioning of the institutions established under the Convention. In particular, it will provide both administrative and technical support to the Commission on the Limits of the Continental Shelf in its consideration of the increasing number of submissions by States for delineation of the outer limits of their continental shelves. In this connection, the Division will also provide advice on the preparation of the submission and on the procedural aspects of its examination to prospective submitting States, in addition to the training courses on the implementation of article 76 of the Convention, addressed to developing States which have indicated a potential for an extended continental shelf.

6.21 The Division will provide any necessary assistance to the International Tribunal for the Law of the Sea and the International Seabed Authority. Moreover, upon request, it will assist States in the settlement of disputes through other mechanisms contained in the Convention.

6.22 The Division will facilitate the annual consideration, review and evaluation of continuing developments related to the law of the sea and ocean affairs by the General Assembly through the provision of information, analysis and reports as well as the servicing of the informal consultations to elaborate the Assembly resolutions on oceans and the law of the sea and on sustainable fisheries.

6.23 The Division will continue providing substantive services to the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea, established by the General Assembly to facilitate its annual review of developments related to the law of the sea and ocean affairs by suggesting particular issues to be considered by it, with an emphasis on identifying areas where coordination and cooperation at the intergovernmental and inter-agency levels should be enhanced, as well as other relevant processes as may be established by the Assembly.

6.24 The Division will continue to participate actively in relevant meetings of United Nations and non-United Nations bodies dealing with oceans-related issues and the mechanisms of cooperation and coordination relating to oceans, in particular UN-Oceans and its subsidiary bodies.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

Objective of the Organization: to facilitate and encourage the progressive improvement, harmonization, understanding, knowledge and application of international trade law and coordination of the work of international organizations active in that field

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Contributions to the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws	(a) (i) Increased number of legislative decisions (ratifications and national enactments) based on United Nations Commission on International Trade Law (UNCITRAL) texts (ii) Increased number of judicial decisions based on UNCITRAL texts
(b) Contributions to increased understanding of international trade law issues and reliance on UNCITRAL standards	(b) (i) Increased number of publications or databases referring to the work and mentioning texts of UNCITRAL (ii) Increased number of page views on the UNCITRAL website
(c) Improved coordination and cooperation among international organizations active in the field of international trade law	(c) Increased number of joint activities that incorporate references to UNCITRAL trade law standards
(d) Facilitation of the work of UNCITRAL	(d) Satisfaction of UNCITRAL with the services provided

Strategy

6.25 Substantive responsibility for the subprogramme is vested in the International Trade Law Division.

6.26 The United Nations Commission on International Trade Law, codification conferences and related intergovernmental working groups will be provided with substantive support. The services provided will include research on international trade law and preparation of studies and policy papers, legal advice and assistance in the conduct of intergovernmental negotiations and in the drafting of decisions, amendments and proposals.

6.27 The International Trade Law Division will assist the Commission in drafting for Governments modern and universally acceptable legislative and non-legislative texts (treaties, model laws, legislative guides and recommendations) in areas where the Commission determines that the modernization or harmonization of commercial law is desirable and feasible.

6.28 In view of the growing need for commercial law reform in the various areas in which the Commission has prepared harmonized standards and the related increased demand for legislative technical assistance, in particular in developing countries and countries in transition, the Division will pay considerable attention to developing and carrying out programmes for the more active promotion of UNCITRAL texts, as well as legislative technical assistance and training. Such assistance will be based on requests from regional organizations and individual countries, and will be provided in the form of briefings to officials, training and direct assistance in the drafting of instruments enacting uniform law texts, supported by commentaries, guides to enactment and information notes prepared by the Division. Professional associations and academic institutions, in particular in developing countries and countries with economies in transition, will be assisted in promoting modern business practices and the teaching of international trade law.

6.29 Cooperation will be undertaken with regional organizations to foster regional harmonization on the basis of universal texts of the Commission. The Division will provide models for use by intergovernmental organizations when they prepare legislative texts or assist their member States in modernizing trade legislation. Furthermore, the Division will draft models for use by international and national organizations when they prepare standard texts for use by their members. Attention will generally be given to issues arising from the increasing importance of electronic commerce in international trade.

6.30 Bearing in mind the fact that an increasing number of regional economic integration organizations and those for particular industrial sectors are formulating rules and standards for international trade, the Division will be required to monitor and analyse their work so as to assist the Commission, as the core legal body within the United Nations system in the field of international trade law, to carry out its mandate to coordinate legal activities in the area of international trade, in particular to avoid duplication of efforts and to promote efficiency, consistency and coherence in the modernization and harmonization of international trade law.

6.31 Users of texts originating from the work of the Commission will be provided with information on the judicial and arbitral application and interpretation of those texts. Such information will be made available in all the official languages of the United Nations in the form of abstracts of court decisions and arbitral awards. In addition, the Division will facilitate the use of uniform law by preparing and continuously updating a digest of case law interpreting the United Nations Convention on Contracts for the International Sale of Goods and the UNCITRAL Model Law on International Commercial Arbitration, as well as disseminating information on the implementation of the Convention on the Recognition and Enforcement of Foreign Arbitral Awards.

Subprogramme 6
Custody, registration and publication of treaties

Objective of the Organization: to facilitate wider awareness of international treaties concluded under the auspices of the United Nations, treaties deposited with the Secretary-General and treaties registered with the Secretariat under Article 102 of the Charter, and actions relating to those treaties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat	(a) (i) The timely provision of substantive and procedural depositary-related advice and guidance on treaties to be deposited with the Secretary-General (ii) The timely processing of treaty actions and formalities relating to treaties deposited with the Secretary-General (iii) The timely processing of treaties and actions submitted for registration and publication (iv) Increased number of page views on the Treaty Section's website
(b) Promotion of broader State participation in the multilateral treaty framework	(b) (i) Increased number of treaty actions (e.g., ratifications and accessions) received for deposit with the Secretary-General (ii) Increased participation by Member States in the international treaty framework
(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat	(c) (i) Increased number of treaty actions submitted for deposit in the proper format (ii) Increased number of treaties and actions submitted for registration and publication in the proper form, pursuant to Article 102 of the Charter
(d) Increased respect for the international treaty framework	(d) (i) Increased requests for depositary and registration-related information and advice from States, other United Nations offices, specialized agencies and treaty bodies (ii) Increased number of participants in training seminars or ad hoc training sessions provided by the Treaty Section at Headquarters and in the regions

Strategy

6.32 Substantive responsibility for the implementation of the subprogramme is vested in the Treaty Section.

6.33 The Section will undertake the depositary functions of the Secretary-General for over 530 multilateral treaties and the registration and publication functions relating to over 60,000 treaties and over 110,000 related actions pursuant to Article 102 of the Charter; provide timely and accurate information relating to the treaties deposited with the Secretary-General and to treaties and related actions registered with the Secretariat; provide assistance and advice to Member States, specialized agencies, United Nations offices, treaty bodies and other entities on various aspects of treaty law, including final clauses of treaties, the depositary practice of the Secretary-General and the registration of treaties under Article 102 of the Charter; and prepare and revise related publications.

6.34 The Treaty Section will continue to refine its computerization programme to respond most effectively to the needs of Member States, in particular with respect to (a) the comprehensive electronic database containing up-to-date depositary and registration information; (b) electronic dissemination of treaty and treaty law-related information from the database, including through online access; and (c) enhancement of the electronic database/workflow system, and will continue to update and enhance the United Nations Treaty Collection on the Internet.

6.35 The Section will continue to promote wider participation in the multilateral treaty framework through regular treaty events and provide assistance to States with the technical and legal aspects of participation in treaties deposited with the Secretary-General and the registration of treaties pursuant to Article 102 of the Charter, including through capacity-building training seminars held at Headquarters in New York and in the regions.

Legislative mandates

Subprogramme 1
Provision of legal services to the United Nations as a whole

General Assembly resolutions

13 (I)	Organization of the Secretariat
2819 (XXVI)	Security of missions accredited to the United Nations and safety of their personnel, and establishment of the Committee on Relations with the Host Country

Subprogramme 2
General legal services provided to United Nations organs and programmes

General Assembly resolutions

351 A (IV)	Establishment of a United Nations Administrative Tribunal
782 B (VIII)	Personnel policy of the United Nations: amendment to the statute of the United Nations Administrative Tribunal
957 (X)	Procedure for review of United Nations Administrative Tribunal judgements: amendments to the statute of the Administrative Tribunal
50/54	Review of the procedure provided for under article 11 of the statute of the United Nations Administrative Tribunal
52/166	Amendment to article 13 of the statute of the United Nations Administrative Tribunal
55/159	Review of the statute of the United Nations Administrative Tribunal

Subprogramme 3
Progressive development and codification of international law

General Assembly resolutions and decisions

174 (II)	Establishment of an International Law Commission
487 (V)	Ways and means for making the evidence of customary international law more readily available
987 (X)	Publication of the documents of the International Law Commission
3006 (XXVII)	*United Nations Juridical Yearbook*
61/30	Status of the Protocols Additional to the Geneva Conventions of 1949 and relating to the protection of victims of armed conflicts
62/61	Responsibility of States for internationally wrongful acts
62/62	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
62/63	Criminal accountability of United Nations officials and experts on mission
62/66	Report of the International Law Commission on the work of its fifty-ninth session
62/67	Diplomatic protection

62/68	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm
62/69	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization [implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions]
62/70	The rule of law at the national and international levels
62/71	Measures to eliminate international terrorism

Subprogramme 4
Law of the sea and ocean affairs

United Nations Convention on the Law of the Sea

Articles 16 (2), 47 (9), 75 (2), 76 (9), 84 (2), 287 (8), 298 (6), 312, 313 (1), 319 (1) and 319 (2); articles 2 (2), 2 (5) and 6 (3) of annex II; articles 2 and 3 (e) of annex V; article 4 (4) of annex VI; article 2 (1) of annex VII; and article 3 (e) of annex VIII

General Assembly resolutions

49/28	Law of the Sea
52/26	Oceans and the law of the sea
54/33	Results of the review by the Commission on Sustainable Development of the sectoral theme of "Oceans and seas": international coordination and cooperation
56/13	Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks [establishment of informal consultations of parties to the Fish Stocks Agreement]
57/141	Oceans and the law of the sea
58/14	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
58/240	Oceans and the law of the sea
59/24	Oceans and the law of the sea
59/25	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments

60/30	Oceans and the law of the sea
60/31	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
61/105	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
61/222	Oceans and the law of the sea
62/177	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
62/215	Oceans and the law of the sea

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

General Assembly resolutions

2205 (XXI)	Establishment of the United Nations Commission on International Trade Law
62/64	Report of the United Nations Commission on International Trade Law on the work of its fortieth session

Subprogramme 6
Custody, registration and publication of treaties

Article 102 of the Charter of the United Nations

General Assembly resolutions

23 (I)	Registration of treaties and international agreements
24 (I)	Transfer of certain functions, activities and assets of the League of Nations
97 (I)	Registration and publication of treaties and international agreements: Regulations to give effect to Article 102 of the Charter of the United Nations

364 (IV)	**Registration and publication of treaties and international agreements**
482 (V)	**Registration and publication of treaties and international agreements**
33/141	**Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations**
51/158	**Electronic treaty database**
54/28	**United Nations Decade of International Law**
55/2	**United Nations Millennium Declaration**
56/77	**United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law**

Programme 7
Economic and social affairs

Overall orientation

7.1 The overall objective of the programme is to promote and support international cooperation in the pursuit of sustained economic growth, the eradication of poverty and hunger, and sustainable development for all. While focused on advancing the development pillar, the programme also seeks to contribute to a mutually reinforcing relationship among the three pillars of the United Nations work: peace and security, development and human rights.

7.2 The programme is under the responsibility of the Department of Economic and Social Affairs. Its key programmatic thrusts are (a) to provide substantive support to the bodies established under the Charter of the United Nations dealing with development issues, namely, the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies, and (b) to analyse development prospects globally.

7.3 The programme has put development issues at the centre of global deliberations and helped Member States to forge a shared vision of development based on internationally agreed development goals, as identified in the outcomes of the major United Nations conferences and summits, that are collectively referred to as the United Nations development agenda.

7.4 In the biennium 2010-2011, the programme will continue to mobilize and provide practical support to help translate those commitments into action. It will focus on the delivery of four main functions: (a) research and analysis on development issues and support to the global statistical system; (b) normative and policy support to United Nations intergovernmental processes; (c) assistance in capacity development and active promotion of capacity-building activities in order to support implementation of global conference outcomes at the country level; and (d) fostering collaboration and partnerships within the United Nations system and with civil society and the private sector.

7.5 Fulfilling those functions requires strengthened analytical and monitoring capacity, in particular to identify and address cross-cutting policy challenges and to support both national development strategies and accountability and monitoring mechanisms at the intergovernmental level. Strategic integration is also essential, in order to promote a coherent implementation process for the internationally agreed development goals. This includes enhancing horizontal linkages across the subprogrammes of programme 7 to enable more effective and flexible support to Member States in pursuing the development agenda, in cooperation with entities of the Executive Committee on Economic and Social Affairs, to which the programme provides strategic support and ensures its stronger linkages with the United Nations Development Group, other executive committees and various other partners.

7.6 The programme will continue to emphasize the mainstreaming of gender perspectives into all policies and programmes, and to provide advice and support in this field to the entire Organization, Member States and others. Consultations have taken place among concerned entities of the Executive Committee on Economic and Social Affairs at the thematic cluster level. Those consultations are expected to lead to better coordination and more collaborative work among programmes in major common work areas of the United Nations Secretariat in the social and economic sectors.

Subprogramme 1
Economic and Social Council support and coordination

Objective of the Organization: to advance the role of the General Assembly and the Economic and Social Council in supporting efforts to promote more coherent and integrated implementation of the United Nations development agenda, comprised of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened role of the General Assembly and the Economic and Social Council in policy development, coordination and coherence to facilitate and monitor progress in implementing the internationally agreed development goals and in strengthening the linkage between policy and operational activities for development, including through the annual ministerial review and the Development Cooperation Forum	(a) (i) Increased number of agreed outcomes and presidential summaries reflecting consensus on major development issues (ii) Increased number of country-level development plans reflecting the policy consensus (iii) Increased number of Member States participating in the annual ministerial review process (iv) Increased number of stakeholders participating in the Development Cooperation Forum process
(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system	(b) (i) Increased number of similar items appearing on the agendas and programmes of work of the functional commissions following up on or complementing the agenda of the Economic and Social Council (ii) The number of actions taken by subsidiary bodies of the Economic and Social Council in response to policy coordination initiatives and documents of the Council (iii) Increased contribution to the deliberations of the Economic and Social Council by non-governmental organizations in consultative status with the Council
(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development, including its enhanced interaction with the Security Council as mandated by the Economic and Social Council	(c) Increased number of recommendations and decisions of the Economic and Social Council on long-term development situations of post-conflict countries as well as its advice to the Peacebuilding Commission

Strategy

7.7 The Office for Economic and Social Council Support and Coordination is responsible for the subprogramme. The strategy will include:

(a) Strengthening the role of the Economic and Social Council through its annual ministerial-level substantive reviews to monitor progress in implementing the internationally agreed development goals, including the Millennium Development Goals, and through national voluntary presentations on country experiences in meeting those goals;

(b) Promoting policy coherence and effectiveness among the development activities of different development actors and strengthening the links between the normative and operational work of the United Nations through the Development Cooperation Forum;

(c) Promoting policy dialogue on interrelated economic and social issues through special meetings with international financial and trade institutions on the coordinated and integrated follow-up to and implementation of the United Nations development agenda;

(d) Supporting the Committee on Non-Governmental Organizations in order to facilitate the contribution of civil society to the work of the Economic and Social Council on the integrated follow-up to the international development goals agreed upon at the major United Nations conferences and summits, including the Millennium Development Goals, and supporting non-governmental organizations in building their capacity to participate in the work and activities of the United Nations;

(e) Promoting a comprehensive and integrated approach to the follow-up to and implementation of the major United Nations conferences and summits in the work of the functional commissions of the Economic and Social Council, in particular by utilizing a more coherent and integrated approach to social, economic, financial, environmental and development issues;

(f) Assisting the Economic and Social Council in its work, in cooperation with the General Assembly and the Security Council, on issues of conflict-prevention and post-conflict peacebuilding in countries emerging from conflict, as mandated by the Economic and Social Council and the General Assembly, and in developing a strategy to address the development dimension of post-conflict situations, drawing on the advice and contribution to the work of the Peacebuilding Commission.

Subprogramme 2
Gender issues and advancement of women

Objective of the Organization: to strengthen the achievement of gender equality and the advancement of women, including women's full enjoyment of their human rights

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Advancements in gender equality and elimination of gender discrimination through support to and the promotion of the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly and the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women	(a) (i) Increased number of policies and actions taken at the national and regional levels to implement the Beijing Platform for Action, the outcome of the twenty-third special session, the Convention on the Elimination of All Forms of Discrimination against Women and the 2005 World Summit (ii) Increased number of representatives of non-governmental organizations that participate in the work of the Commission on the Status of Women
(b) Enhanced capacity of the Commission on the Status of Women to fulfil its mandates, including the promotion of gender mainstreaming in all political, economic and social spheres	(b) (i) Increased number of Member States reporting to the Commission on the Status of Women on actions taken to implement gender mainstreaming at the national level (ii) Increased proportion of resolutions and decisions of the functional commissions of the Economic and Social Council that incorporate a gender perspective
(c) Increased capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system	(c) (i) Increased number of actions taken by United Nations entities, individually and/or collaboratively, to incorporate gender perspectives in their policies, programmes and projects (ii) Improved gender balance through effective implementation of gender-sensitive human resources policy measures by the United Nations system entities
(d) Increased understanding of and enhanced policy support for measures to implement all relevant resolutions and decisions on gender issues, including on women and armed conflict	(d) Increased number of United Nations entity-specific policies and action plans developed with the support of the Office of the Special Adviser on Gender Issues and Advancement of Women on implementation of resolutions and decisions on gender issues, including on women and armed conflict

Strategy

7.8 The Office of the Special Adviser on Women and Gender Issues and Advancement of Women and the Division for the Advancement of Women are responsible for the subprogramme. The strategy will include:

(a) Promoting commitments and actions of Member States and intergovernmental bodies for the full and effective implementation of mandates relating to gender equality and the mainstreaming of gender perspectives, especially those emanating from the 2005 World Summit, the United Nations Millennium Declaration, the Fourth World Conference on Women, the outcome of the twenty-third special session of the General Assembly and other resolutions and decisions, such as Economic and Social Council agreed conclusions 1997/2 and Security Council resolution 1325 (2000), as well as obligations under the Convention on the Elimination of All Forms of Discrimination against Women;

(b) Promoting understanding of emerging issues on gender equality and the advancement of women through research, analysis and provision of evidence-based policy options, monitoring of implementation and enhanced dissemination of intergovernmental recommendations and outcomes;

(c) Enhancing effective functioning of intergovernmental bodies, including the Commission on the Status of Women, through relevant research and analysis, innovative proposals for strengthening methods of work and facilitating the involvement of civil society in intergovernmental processes;

(d) Providing technical advisory services, upon request, at the regional and national levels, aimed at capacity-building in relation to implementation of the Beijing Platform for Action and the Convention on the Elimination of All Forms of Discrimination against Women and its Optional Protocol;

(e) Promoting the use of the gender mainstreaming strategy in all policies and programmes and intergovernmental processes, facilitating inter-agency collaboration and monitoring the development of policies, methodologies and tools;

(f) Promoting the improvement of the status of women within the United Nations system, including by promoting and monitoring the achievement of gender balance and a gender-sensitive work environment within the United Nations system.

Subprogramme 3
Social policy and development

Objective of the Organization: to strengthen international cooperation, raise awareness about the importance of social development and enhance national capacity with particular attention to poverty eradication, employment generation and social integration, especially with due regard to issues relating to older persons, persons with disabilities, family, youth and indigenous peoples

Expected accomplishments of the Secretariat	Indicators of achievement
(a) International debate and agreements facilitated on major social development issues on the agendas of the United Nations intergovernmental processes	(a) (i) Percentage of proposed recommendations used in the formulation of resolutions, decisions and agreed conclusions

	(ii) Increased number of programmes in the United Nations system devoted to social development issues
(b) Strengthened capacity of Member States and of civil society to develop and implement social programmes and policies	(b) (i) Increased number of national personnel trained to implement social policies at the national and community levels
	(ii) Increased number of social policy measures taken by countries, with the support of the Division for Social Policy and Development, to promote poverty eradication, employment generation, social protection, social spending and social integration
(c) Better understanding and awareness by Governments, civil society and the private sector of issues of social development	(c) (i) Improved and timely access to United Nations research and analysis information
	(ii) Increased number of multi-stakeholder events on issues relating to social development

Strategy

7.9 The Division for Social Policy and Development is responsible for the subprogramme. The strategy will include:

(a) Promoting greater awareness of and supporting the integrated follow-up to and the implementation, within the overall orientation provided by the United Nations Millennium Declaration and the 2005 World Summit Outcome, of the commitments agreed upon at relevant United Nations conferences and summits, especially the World Summit for Social Development and the twenty-fourth special session of the General Assembly, the Convention on the Rights of Persons with Disabilities, the mandates and recommendations of the Permanent Forum on Indigenous Issues and the major international action plans, in particular the International Plan of Action on Ageing, as well as other programmes of action, notably on persons with disabilities and youth, and mandates contained in General Assembly resolutions, such as those related to the tenth anniversary of the International Year of the Family, with emphasis on greater integration of social and economic concerns and objectives in policymaking;

(b) Strengthening research and analysis, improving, rationalizing and streamlining existing methods of work and facilitating the involvement of civil society in intergovernmental processes with a view, inter alia, to enhancing effective functioning of intergovernmental and expert bodies, including the work of the Commission for Social Development and the Permanent Forum on Indigenous Issues;

(c) Advocating and promoting understanding of and support for emerging issues in social development through research, analysis and reporting on policy options in close collaboration and coordination with other United Nations entities to achieve social development in order to present evidence-based policy recommendations to Member States;

(d) Providing technical advisory services at the regional and national levels through training and capacity-building;

(e) Raising civil society awareness and facilitating civil society support for the work of the United Nations on social development.

Subprogramme 4
Sustainable development

Objective of the Organization: to accelerate the implementation of sustainable development goals, targets and commitments in accordance with internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of major United Nations conferences and summits, in particular the World Summit on Sustainable Development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective review of and agreement on key sustainable development challenges and priority actions of the multi-year programme of work to advance implementation in the areas of transport, chemicals, waste management, mining, 10 years framework of programmes on sustainable consumption and production patterns	(a) Increased level of satisfaction by Member States with the support and servicing for the intergovernmental process, including activities related to consensus-building, the functioning of the Bureau of the Commission on Sustainable Development, the partnership fair, the Learning Centre and the participation of major groups
(b) Increased accessibility of information and knowledge on policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels	(b) (i) Increased number of inputs by Member States into databases on case studies, partnerships, best practices and lessons learned (ii) Increased number of visits to and downloads from the website of the Division for Sustainable Development
(c) Enhanced technical, human and institutional capacities of developing countries and countries with economies in transition to implement actions and national strategies for sustainable development in energy, water, natural resources, and sustainable consumption and production	(c) (i) Increased number of countries expressing satisfaction with advisory, technical cooperation and capacity-building services to achieve their sustainable development goals (ii) Increased number of national staff trained, resulting in enhanced knowledge and skills

Strategy

7.10 The Division for Sustainable Development is responsible for the subprogramme. The strategy will include:

(a) Promoting and supporting effective, coherent and coordinated implementation of the sustainable development agenda of the United Nations, including Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation, as well as the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, at the national, regional and global levels, with an emphasis on greater integration of social, economic and environmental dimensions of sustainable development through, inter alia, national sustainable development strategies;

(b) Providing substantive and effective support, including policy development and analysis, to intergovernmental processes, in particular to the Commission on Sustainable Development;

(c) Providing coordinated and coherent support to system-wide, inter-agency activities for the implementation of sustainable development goals;

(d) Providing technical and policy advisory services, at the request of Member States, including Small Island Developing States, to enhance their capacity to develop, implement, monitor and review national sustainable development strategies and action plans on sustainable consumption and production, as well as actions and strategies to manage water, energy resources and responses to climate change, and to implement effective information, monitoring, review and reporting systems at the national and regional levels;

(e) Strengthening cooperation with major groups and identifying opportunities for their further engagement in the work of the United Nations in the area of sustainable development;

(f) Undertaking in-depth analysis and evaluation of trends in the implementation of sustainable development, including lessons learned, best practices and new challenges, and cross-sectoral analysis of sustainable development in the economic, energy, climate change, water and natural resources sectors;

(g) Maintaining and improving transparent, user-friendly and easily accessible websites, including database systems for information on sustainable development;

(h) Providing information and summary reports on partnerships for sustainable development to the Commission on Sustainable Development.

Subprogramme 5
Statistics

Objective of the Organization: to advance the global statistical system in order to produce high quality, easily accessible comparable national statistics for policymakers and other users at the national and international levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened global statistical system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators	(a) (i) Increased number of participants from countries and international organizations attending the sessions of the Statistical Commission, workshops, expert group meetings and seminars (ii) Increased number of collaborative activities carried out with international organizations on the rationalization and harmonization of development indicators
(b) Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme	(b) (i) Increased number of requests satisfied for statistical data (ii) Increased percentage of visits to the Statistics Division website
(c) Strengthened capacity of developing countries, in particular the least developed countries, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields to produce quality data for policymakers and the public in general	(c) Increased percentage of participants that utilized knowledge obtained at training workshops

Strategy

7.11 The subprogramme is under responsibility of the Statistics Division, which is the centre of the United Nations global statistical system that includes national statistical offices, international organizations and civil society engaging in official statistics, under the guidance of the United Nations Statistical Commission. The strategy will include:

(a) Expanding the normative role of the subprogramme in the development and enhancement of statistical standards, the collection and depositing of statistical data by Member States and the coordination of international statistical activities, especially those related to new and emerging policy issues;

(b) Helping countries, through the development of guidelines, to build and manage sustainable national statistical systems with appropriate governance structures and development guidelines, to utilize state-of-the-art data capture, processing and dissemination technologies in order to enhance the quality of and accessibility to policy-relevant statistical information;

(c) Developing norms and standards, in particular developing statistical concepts, definitions, classifications and methods for the collection, compilation, storage, analysis and dissemination of statistics and indicators for use by statistical authorities at the national level;

(d) Compiling and disseminating global statistical information in the areas of national accounts, international trade, energy, industry, demographic and social concerns and the environment, increasingly using modern information and communication technologies, including the Internet, to facilitate data exchange and to enhance accessibility to comparable national statistics in those fields by policymakers and other users at the national and international levels;

(e) Strengthening of countries' national statistical systems, particularly developing countries and countries with economies in transition, by disseminating methodological information to those countries, conducting training, stimulating their participation in the regional and international exchange of experiences and providing other appropriate forms of technical cooperation, including technical advisory services on request;

(f) Promoting the use of mapping and geographical information systems for modern surveying at the national, regional and local levels as well as promoting the harmonization and standardization of geographical names;

(g) Coordinating international statistical activities by cooperating closely with other international organizations active in statistics to further enhance the coordinated system of international statistical work, including the development of standards and methods, the provision of technical support services and the dissemination of consistent, high-quality data and indicators; in particular using new Internet and information management technologies to enhance the coherence in the statistical data work of the entire United Nations system.

Subprogramme 6
Population

Objective of the Organization: to strengthen the international community's capacity to effectively address current and emerging population issues and to integrate the population dimensions into the development agenda at the national and international levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effectively facilitate review by Member States of progress made in the implementation of the Programme of Action of the International Conference on Population and Development and the outcome of the twenty-first special session of the General Assembly, and the outcomes of the United Nations conferences and summits in the social and economic fields related to population and development, including the Millennium Summit and the 2005 World Summit	(a) Improved quality of support and servicing for the Commission on Population and Development, including the provision of timely, relevant, technically sound and policy-oriented documentation for its work

(b) Enhanced awareness of the international community of new and emerging population issues and increased knowledge and understanding, at the national level, particularly in the areas of fertility, mortality, migration, HIV/AIDS, urbanization, population growth, population ageing and the environment	(b) Increased interaction of the subprogramme with other key stakeholders in the area of population
(c) Improved accessibility and timeliness of population information and data for use by Member States, the United Nations system, civil society and academia	(c) Increased demand for population publications or digital information products

Strategy

7.12 The Population Division is responsible for the subprogramme. The objective will be achieved by:

(a) Providing substantive support to United Nations bodies, especially to the Commission on Population and Development, and assessing progress made in the implementation of the Programme of Action of the International Conference on Population and Development and the achievement of internationally agreed development goals, including the Millennium Development Goals;

(b) Facilitating the discussion of key or emerging population issues by experts or government representatives;

(c) Preparing comprehensive studies on population issues and population trends relating to fertility, mortality, international and internal migration, HIV/AIDS, urbanization, population growth, population ageing, population prospects, population policy and population in relation to development;

(d) Disseminating population information and policy-relevant findings in the area of population, in particular through the Population Division websites;

(e) Building capacity to address population issues at the national level through workshops or the dissemination of technical material, such as manuals and software.

Subprogramme 7
Development policy and analysis

Objective of the Organization: to identify and reach intergovernmental agreement on the economic policies and actions necessary at the national and international levels to improve long-term development prospects

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic	(a) (i) Increased number of debated economic policies and actions to achieve internationally agreed development goals

development issues and challenges, in particular in the context of advancing the internationally agreed development goals, including the Millennium Development Goals, and with full consideration of the implications of major cross-cutting issues for the international development agenda	(ii) Increased level of satisfaction by Member States with the substantive support provided by the subprogramme
(b) Improved dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries	(b) (i) Increased inputs from the United Nations system entities and Member States to the dialogue on the world economic situation and prospects
	(ii) Increased number of downloads from the website of the subprogramme
(c) Strengthened capacity of developing countries to integrate macroeconomic and social policies in national development strategies, including through better understanding of mechanisms to cope with economic insecurity, and to make macroeconomic stabilization compatible with long-term poverty eradication	(c) Increased number of developing countries that developed proposals and plans on the integration of macroeconomic and social policies into national development strategies

Strategy

7.13 The Development Policy and Analysis Division is responsible for the subprogramme. The strategy will focus on:

(a) Analysis of emerging economic issues for the United Nations development agenda and actions to promote development in developing countries, especially those that face the greatest difficulties in achieving the internationally agreed development goals, with emphasis on greater integration of social and economic concerns and objectives in policymaking, and in close collaboration and coordination with other United Nations system entities. Substantive and effective support to the work of the Committee for Development Policy will be provided;

(b) Expanded dissemination of the *World Economic and Social Survey*, *World Economic Situation and Prospects*, and *Reports by the Committee for Development Policy* among research, academic and other development institutions, as well as policymakers in Member States;

(c) Development of a unified United Nations perspective on the short-term global macroeconomic situation and prospects, as well as on timely and accurate assessments of the benefits of coordinated international macroeconomic policies through a strengthening and improvement of the global economic forecasting and policy modelling framework, and through collaboration with the United Nations Conference on Trade and Development and the regional commissions;

(d) Substantive interaction with development institutions, including academic and research bodies, including by providing support to other United

Nations entities in strengthening the analytical capacity to address the economic development policy implications of cross-cutting challenges;

(e) Assistance to the General Assembly, the Economic and Social Council and the Security Council with information on countries' economic structures, performance, prospects and related issues in their review of conflict and post-conflict situations and analysis of those policy measures at the international, regional and national levels to facilitate peacebuilding and peacekeeping;

(f) Assistance to developing countries in strengthening their capacity in applying analytical tools in support of the definition of national development strategies aimed at achieving the internationally agreed development goals, including the Millennium Development Goals, especially in the areas of linking macroeconomic policies to poverty reduction targets and coping with economic vulnerability and insecurity;

(g) Assistance to the least developed countries, and those graduating from this category in improving their capacity to overcome structural development bottlenecks and identifying needs and opportunities for international economic cooperation in support of their graduation strategies.

Subprogramme 8
Public administration and development management

Objective of the Organization: to promote effective, efficient, accountable, participatory and transparent public administration for the attainment of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced dialogue on improved understanding of the issues related to public administration, participatory governance, capacity-building and promotion of professionalism and ethics, and knowledge management for development	(a) Increased number of references, recommendations and decisions aimed at facilitating intergovernmental dialogue on the cross-cutting issues in the area of public administration found in reports, declarations and resolutions
(b) Enhanced knowledge and improved exchange of innovations and good practices in the area of public administration, participatory governance and knowledge management for development	(b) Increased number of visits to and downloads from the United Nations Online Network in Public Administration and Finance
(c) Increased capacity of national Governments to strengthen participatory governance, professionalism and accountability in the public sector for improved performance, including through the use of information and communication technologies	(c) The number of methodological and technical recommendations implemented by national Governments as a result of advisory services and technical cooperation projects

Strategy

7.14 The Division for Public Administration and Development Management is responsible for the subprogramme. The strategy is based on an integrated approach comprising the provision of substantive support to the General Assembly, the Economic and Social Council and the Committee of Experts on Public Administration, analytical work, capacity development as well as the dissemination of best practices, experiences in information sharing and network building. It is aimed at:

(a) Promoting greater awareness, common approaches, understanding and innovative policy options among Member States in key substantive areas of public management, such as post-conflict reconstruction of public administration, engaged governance, capacity-building and promotion of professionalism and ethics in the public sector, and the use of information and communication technology in government and resource management;

(b) Strengthening partnerships and cooperation with other international and regional as well as professional organizations within and outside the United Nations system to increase synergy among related activities;

(c) Devoting special attention to countries emerging from conflict or crisis;

Subprogramme 9
Sustainable forest management

Objective of the Organization: to advance long-term political commitment to the management, conservation and sustainable development of all types of forests at the global, regional and national levels and to promote the achievement of the internationally shared global objectives on forests, in particular, effective implementation of the non-legally binding instrument on all types of forests

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective international dialogue on sustainable forest management including events related to the International Year of Forests (2011)	(a) (i) Increased number of decisions, reports and chairman's summaries on improvement of sustainable forest management at all levels (ii) The number of events related to the International Year of Forests (2011)
(b) Enhanced monitoring, assessment of and reporting on the implementation of the non-legally binding instrument on all types of forests and the progress towards the global objectives on forests	(b) Increased number of reports submitted by countries and other stakeholders on progress made in the implementation of the non-legally binding instrument on all types of forests and towards the achievement of the global objectives on forests

(c) Improved international collaboration and coordination on forests through more effective and better knowledge on sustainable forest management among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests	(c) Increased number of partnerships, collaborative activities and country, region and organization-led initiatives undertaken to support the international forest policy dialogue

Strategy

7.15 The Secretariat of the United Nations Forum on Forests is responsible for the subprogramme. The strategy will include:

(a) Supporting efforts to implement the non-legally binding instrument and to achieve the shared global objectives on forests;

(b) Promoting greater awareness of and supporting the implementation of forest-related elements of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, as well as those stemming from the Intergovernmental Panel on Forests/Intergovernmental Forum on Forests processes and the United Nations Forum on Forests;

(c) Providing substantive support for continued policy development, dialogue and agreements to the intergovernmental processes, in particular the United Nations Forum on Forests;

(d) Providing support to the Collaborative Partnership on Forests as well as other relevant international and regional organizations instruments and processes and major groups for enhanced cooperation and policy and programme coordination on forest-related issues;

(e) Facilitating, monitoring, assessing and reporting on the progress of national, regional and global actions in sustainable forest development, as well as undertaking research on and analysis and dissemination of that data and information, including through the website of the United Nations Forum on Forests;

(f) Contributing to strengthened regional and international cooperation including North-South, South-South and public-private partnerships, in sustainable forest management;

(g) Providing substantive support for the dissemination of technical and scientific knowledge and information through an improved user-friendly and easily accessible website;

(h) Assisting countries, at their request, in developing and implementing forest conservation and rehabilitation strategies, increasing the area of forests under sustainable management in order to maintain and improving their forest resources with a view to enhancing the benefits of forests;

(i) Actively liaising with all stakeholders to facilitate the celebration of the International Year of Forests, including through organizing events and strengthening public and media outreach, as well as organizing the main event to celebrate the

International Year of Forests at the ninth session of the United Nations Forum on Forests.

Subprogramme 10
Financing for development

Objective of the Organization: to promote and support sustained follow-up to the agreements and commitments reached at the International Conference on Financing for Development, as contained in the Monterrey Consensus, the outcome of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus, as well as financing for development-related aspects of the outcomes of major United Nations conferences and summits in the economic and social fields, including the development goals set out in the United Nations Millennium Declaration and the 2005 World Summit Outcome

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective multi-stakeholder monitoring of and follow-up to the Monterrey Consensus, the outcome of the Follow-up International Conference on Financing for Development and other related outcomes	(a) Increased number of contributions from all the stakeholders in the financing for development process to the annual analytical assessment of the implementation of the Monterrey Consensus, the outcome of the Doha Review Conference and other related outcomes
(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conferences' follow-up and coordination	(b) Increased number and scope of agreements reached and commitments made by Member States as a result of intergovernmental deliberations in the General Assembly and the Economic and Social Council, as well as in the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conferences' follow-up and coordination
(c) Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the financing for development process to ensure proper follow-up to the implementation of agreements and commitments reached at the Monterrey and Doha Conferences	(c) Increased number and impact of multi-stakeholder consultations, workshops, seminars and other events on financing for development, including the international and regional financial and trade institutions, as well as the relevant entities of civil society and the private sector

Strategy

7.16 The Financing for Development Office is responsible for the subprogramme. The strategy will include:

(a) Serving as a focal point in the United Nations Secretariat for overall follow-up to the implementation at the national, regional and global levels of the outcomes of the International Conference on Financing for Development and the

Follow-up International Conference on Financing for Development and, in this context, intensifying collaboration and interaction with the secretariats of the major institutional stakeholders, the regional commissions and development banks, as well as civil society and the business sector;

(b) Promoting coherence and an integrated approach within the United Nations to issues related to financing for development, for the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields, including the development goals set out in the United Nations Millennium Declaration and the 2005 World Summit Outcome;

(c) Providing substantive secretariat support, including the preparation of multi-stakeholder reports and other inputs, to the intergovernmental process entrusted with the follow-up to the Conferences on Financing for Development and the World Summit, in particular with respect to the area of coherence and consistency of the international monetary, financial and trading systems in support of development;

(d) Organizing, in collaboration with experts from the public and private sectors, academia and civil society, multi-stakeholder consultations, workshops, panel discussions and other activities aimed at better enabling Member States to implement their commitments as agreed upon in the Monterrey Consensus and related outcomes.

Legislative mandates

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development (subprogrammes 4, 5, 6 and 7)
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development (subprogrammes 4, 5 and 6)
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (subprogrammes 1 and 7)
51/176	Implementation of the Programme of Action of the International Conference on Population and Development (subprogrammes 5 and 6)
51/240	Agenda for Development (all subprogrammes)
55/2	United Nations Millennium Declaration (all subprogrammes)
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)

57/253	World Summit on Sustainable Development (all subprogrammes)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/220	Economic and technical cooperation among developing countries (subprogrammes 1, 2, 3, 4, 5 and 8)
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence (subprogrammes 1 and 7)
58/269	Strengthening of the United Nations: an agenda for further change (all subprogrammes)
59/243	Integration of the economies in transition into the world economy (subprogrammes 7 and 8)
60/1	2005 World Summit Outcome (all subprogrammes)
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals (all subprogrammes)
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly (subprogrammes 3, 5 and 6)
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (all subprogrammes)
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development (all subprogrammes)
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system (subprogrammes 1, 2, 3 and 8)

Economic and Social Council resolutions and decisions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development (subprogrammes 5 and 6)
2005/31	Mainstreaming a gender perspective into all policies and programmes of the United Nations system (all subprogrammes)
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all (all subprogrammes)

2007/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16 (all subprogrammes)

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

2002	The contribution of human resources development, including in the areas of health and education, to the process of development (all subprogrammes)
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development (all subprogrammes)
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)

Subprogramme 1
Economic and Social Council support and coordination

General Assembly resolutions

45/264	Restructuring and revitalization of the United Nations in the economic, social and related fields
48/162	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
48/209	Operational activities for development: field offices of the United Nations development system
52/12 B	Renewing the United Nations: a programme for reform
57/295	Information and communication technologies for development
58/126	Revitalization of the work of the General Assembly
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
60/180	The Peacebuilding Commission
60/252	World Summit on the Information Society
61/16	Strengthening of the Economic and Social Council

Economic and Social Council resolutions and decisions

1986/72	Protection against products harmful to health and the environment
1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/5	Poverty eradication and capacity-building
1999/6	Progress on the implementation of General Assembly resolution 53/192
1999/51	Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions
2000/19	Funding operational activities for development of the United Nations system
2001/27	Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council
2001/210	Establishment of the Information and Communication Technologies Task Force
2002/225	Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network
2005/221	Theme for the coordination segment of the substantive session of 2006 of the Economic and Social Council and multi-year work programme for the coordination segment
2006/14	Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2007/13	Ad Hoc Advisory Group on Haiti
2007/15	Ad Hoc Advisory Group on Guinea-Bissau

Economic and Social Council agreed conclusions

1995/1	Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields
1997/1	Fostering an enabling environment for development: financial flows, including capital flows, investment and trade

2000/2	Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields
2001/1	Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector
2002/1	Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration (all subprogrammes)

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

1998	Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization
1999	The role of employment and work in poverty eradication: the empowerment and advancement of women
2000	Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy
2001	The role of the United Nations system in support of the efforts of African countries to achieve sustainable development

Subprogramme 2
Gender issues and advancement of women

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/134	International Day for the Elimination of Violence against Women
59/164	Improvement of the status of women in the United Nations system

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
61/144	Trafficking in women and girls
62/132	Violence against women migrant workers
62/133	Intensification of efforts to eliminate all forms of violence against women
62/136	Improvement of the situation of women in rural areas
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/206	Women in development

Economic and Social Council resolutions and decisions

76 (V)	Communications concerning the status of women
304 (XI)	Report of the Commission on the Status of Women (fourth session)
1992/19	Communications on the status of women
1996/6	Follow-up to the Fourth World Conference on Women
1998/26	Advancement of women: implementation of the Platform for Action of the Fourth World Conference on Women and the role of operational activities in promoting, in particular, capacity-building and resource mobilization for enhancing the participation of women in development
1999/257	Enabling the Commission on the Status of Women to continue to carry out its mandate
2005/43	Situation of and assistance to Palestinian women
2005/232	Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women
2006/9	Future organization and methods of work of the Commission on the Status of Women
2007/33	Mainstreaming a gender perspective into all policies and programmes of the United Nations system

Economic and Social Council agreed conclusions

1997/2	Mainstreaming the gender perspective into all policies and programmes in the United Nations system

Security Council resolutions

1325 (2000)	Women, peace and security

Subprogramme 3
Social policy and development

General Assembly resolutions

S-24/2	Further initiatives for social development
47/90	The role of cooperatives in the light of new economic and social trends
47/196	Observance of an international day for the eradication of poverty
50/81	World Programme of Action for Youth to the Year 2000 and Beyond
50/107	Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty
50/144	Towards full integration of persons with disabilities in society: implementation of the Standard Rules on the Equalization of Opportunities for Persons with Disabilities and of the Long-term Strategy to Implement the World Programme of Action concerning Disabled Persons to the Year 2000 and Beyond
50/161	Implementation of the outcome of the World Summit for Social Development
57/165	Promoting youth employment
59/174	Second International Decade of the World's Indigenous People
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/214	Role of microcredit and microfinance in the eradication of poverty
61/295	United Nations Declaration on the Rights of Indigenous Peoples
62/126	Policies and programmes involving youth: youth in the global economy — promoting youth participation in social and economic development
62/127	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities

62/128	Cooperatives in social development
62/129	Follow-up to the tenth anniversary of the International Year of the Family and beyond
62/130	Follow-up to the Second World Assembly on Ageing
62/131	Implementation of the Outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/170	Convention on the Rights of Persons with Disabilities and its Optional Protocol

Economic and Social Council resolutions

1996/7	Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development
2000/22	Establishment of a Permanent Forum on Indigenous Issues
2001/7	Proposals for a multi-year programme of work of the Commission for Social Development for 2002-2006
2001/42	Global campaign for poverty eradication
2005/9	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2005/11	Future organization and methods of work of the Commission for Social Development

Economic and Social Council agreed conclusions

1996/1	Coordination of the United Nations system activities for poverty eradication

Subprogramme 4
Sustainable development

General Assembly resolutions

S-19/2	Programme for the Further Implementation of Agenda 21
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/217	International Decade for Action, "Water for Life", 2005-2015

59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
59/229	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/197	Promotion of new and renewable sources of energy

Economic and Social Council resolutions

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development

Subprogramme 5
Statistics

General Assembly resolutions

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields (paragraphs 31 and 50)

Economic and Social Council resolutions and decisions

1564 (L)	Principles and recommendations for a vital statistics system
1566 (L)	Coordination of work in the field of statistics
1989/3	International economic classifications
1993/5	1993 System of National Accounts
1995/61	The need to harmonize and improve United Nations information systems for optimal utilization and accessibility by all States
2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels
2003/294	Recommendations made by the Eighth United Nations Conference on the Standardization of Geographical Names
2004/304	Recommendations made by the Sixteenth United Nations Regional Cartographic Conference for Asia and the Pacific

2005/13	2010 World Population and Housing Census Programme
2005/231	Recommendations contained in the excerpt from the report of the Eighth United Nations Regional Cartographic Conference for the Americas
2006/6	Strengthening statistical capacity

Subprogramme 6 Population

General Assembly resolutions

49/128	Report of the International Conference on Population and Development
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
57/299	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS
61/208	International migration and development

Economic and Social Council resolutions

1994/2	Work programme in the field of population
1995/55	Implementation of the Programme of Action of the International Conference on Population and Development
1997/2	International migration and development
1997/42	Follow-up to the International Conference on Population and Development
1999/10	Population growth, structure and distribution

Commission on Population and Development resolutions

1997/2	Reporting requirements to the Commission on Population and Development
1997/3	Work programme in the field of population
1998/1	Health and mortality
2000/1	Population, gender and development
2001/1	Population, environment and development
2003/1	Population, education and development
2004/1	Work programme in the field of population

2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development
2005/1	Population, development and HIV/AIDS, with particular emphasis on poverty
2005/2	Contribution of the implementation of the Programme of Action of the International Conference on Population and Development, in all its aspects, to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration
2006/1	Methods of work of the Commission on Population and Development
2006/2	International migration and development
2007/1	Changing age structures of populations and their implications for development

Subprogramme 7
Development policy and analysis

General Assembly resolutions

59/209	Smooth transition strategy for countries graduating from the list of least developed countries
61/210	Integration of the economies in transition into the world economy
62/183	Unilateral economic measures as a means of political and economic coercion against developing countries

Economic and Social Council resolutions

1990/52	Role of the United Nations in the early identification, analysis and forecasting of world economic developments
2007/34	Report of the Committee for Development Policy on its ninth session

Subprogramme 8
Public administration and development management

General Assembly resolutions

50/225	Public administration and development
52/87	International cooperation against corruption and bribery in international commercial transactions

55/61	An effective international legal instrument against corruption
58/13	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
60/34	Public administration and development
62/207	Human resources development

Economic and Social Council resolutions and decisions

2000/231	Recommendations made by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting
2001/45	Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance
2005/3	Public administration and development
2007/38	Report of the Committee of Experts on Public Administration on its sixth session and dates, venue and provisional agenda for the seventh session of the Committee

Subprogramme 9
Sustainable forest management

General Assembly resolutions

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
61/193	International Year of Forests, 2011
62/98	Non-legally binding instrument on all types of forests

Economic and Social Council resolutions

2000/35	Report on the fourth session of the Intergovernmental Forum on Forests
2006/49	Outcome of the sixth session of the United Nations Forum on Forests
2007/40	Non-legally binding instrument on all types of forests

Subprogramme 10
Financing for development

General Assembly resolutions

56/210 B	International Conference on Financing for Development
57/273	Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development
62/185	International financial system and development
62/186	External debt and development: towards a durable solution to the debt problems of developing countries
62/187	Follow-up to the International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus

Economic and Social Council resolutions

2007/30	Follow-up International Conference on Financing for Development
2007/39	Committee of Experts on International Cooperation in Tax Matters

Programme 8

Least developed countries, landlocked developing countries and small island developing States

Overall orientation

8.1 The legislative authority for the programme derives from General Assembly resolutions 55/279, by which the Assembly endorsed the Programme of Action for the Least Developed Countries for the Decade 2001-2010, adopted at the Third United Nations Conference on the Least Developed Countries in Brussels in May 2001, and 56/227, whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in accordance with the recommendations of the Secretary-General contained in his report of 23 November 2001 (A/56/645 and Add.1 and Add.1/Corr.1 and 2).

8.2 The mandate of the programme covers four main elements:

(a) Mobilization and coordination of international support and resources for the effective implementation of: (i) the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010; (ii) the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and (iii) the Programme of Action for the Sustainable Development of Small Island Developing States and its follow-up, the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States;

(b) Enhanced monitoring and follow-up to the three Programmes of Action;

(c) Awareness raising and advocacy with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States) and their respective programmes of action;

(d) Reporting on the implementation of the Brussels and Almaty Programmes of Action as effective tools for reaching the international development goals for the concerned countries.

8.3 The programme will also contribute to achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements. It will mobilize international support in favour of its three groups of constituencies in the areas of capacity-building and increased technical and financial resources in promoting sustained growth and sustainable development. Gender is an important dimension in the implementation of the three Programmes of Action.

8.4 The overall programme of work of the Office of the High Representative is designed around three interdependent and complementary subprogrammes, namely, subprogramme 1, Least developed countries, subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States.

8.5 With a view to addressing the objectives in each of the three main areas of endeavour, the Office of the High Representative will use a combination of the following approaches and strategies:

(a) Advocating that the concerns of the least developed countries, landlocked developing countries and small island developing States be placed high on the global agenda in respect of the Brussels and Almaty Programmes of Action as well as the Barbados Programme of Action and the Mauritius Strategy;

(b) Mobilizing international support and resources in favour of the three groups of countries;

(c) Providing monitoring and follow-up to foster supportive policies in the three groups of countries and their development partners;

(d) Working with the United Nations system and other international organizations, including the regional organizations, the donor community and civil society, to ensure mainstreaming of priorities identified in each of the three programmes of action;

(e) Monitoring of all seven specific commitments of the Brussels Programme of Action: (i) fostering a people-centred policy framework; (ii) good governance at the national and international levels; (iii) building human and institutional capacities; (iv) building capacities to make globalization work for the least developed countries; (v) enhancing the role of trade in development; (vi) reducing vulnerability and protecting the environment; and (vii) mobilizing financial resources;

(f) Supporting the effective participation of the least developed countries in intergovernmental processes;

(g) Building partnerships towards the implementation of the Almaty Programme of Action by establishing coordinating mechanisms for its implementation at the national, subregional and global levels;

(h) Monitoring and coordinating implementation of specific actions and initiatives with the aim of establishing efficient transit transport systems in landlocked and transit developing countries;

(i) Promoting South-South cooperation in various areas for the benefit of the countries of the three groups;

(j) Reaching out to all stakeholders, including partnerships with civil society and the private sector.

Subprogramme 1
Least developed countries

Objective of the Organization: to improve the quality of lives of people in the least developed countries by strengthening their ability to build a better future for themselves and to develop their countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased commitments to achieving the goals and targets of the Brussels Programme of Action in anticipation of its final review in 2010	(a) (i) Number of declarations, resolutions and decisions at the global and regional levels in favour of the least developed countries (ii) Effective participation of the least developed countries in decision-making in various intergovernmental bodies
(b) Timely and effective implementation of the Brussels Programme of Action	(b) Progress of the least developed countries on the agreed goals
(c) Increased international resources in support of the objectives, goals and targets of the Brussels Programme of Action	(c) Increased official development assistance, debt relief and market access for the least developed countries
(d) Enhanced coordination with United Nations entities and other international and multilateral organizations to ensure integrated follow-up and implementation of the Brussels Programme of Action at the national, regional and global levels	(d) (i) Increased number of United Nations entities and other international and multilateral organizations that mainstream and report on the Brussels Programme of Action to their respective governing bodies (ii) Increased number of national mechanisms for the follow-up and implementation of the Brussels Programme of Action (iii) Increased number of national reports on the implementation of the Brussels Programme of Action with the support of the United Nations resident coordinators system (iv) Increased number of joint activities, including task forces, workshops, seminars, panels, briefings and publications

Strategy

8.6 In order to achieve the foregoing objective, the strategy for the Least Developed Countries Unit will focus on:

(a) Raising awareness about the special needs of the least developed countries and advocating in favour of this group of countries;

(b) Mobilizing international support and resources in support of the objectives, goals and targets of the Brussels Programme of Action;

(c) Promoting mainstreaming of the Brussels Programme of Action by the least developed countries and their development partners in their development policies, strategies and programmes;

(d) Strengthening United Nations system coordination and building partnerships in support of the objectives, goals and targets of the Brussels Programme of Action;

(e) Building capacity of the least developed countries for the effective follow-up to, and implementation of, the Brussels Programme of Action at the country level and participation in the annual review of the Economic and Social Council;

(f) Undertaking outreach activities to all relevant stakeholders of the process;

(g) Facilitating effective participation of the least developed countries in decision-making in various intergovernmental bodies, which will contribute towards the achievement of the goals and targets of the Brussels Programme of Action.

Subprogramme 2
Landlocked developing countries

Objective of the Organization: to ensure effective implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely and enhanced implementation of the Almaty Programme of Action in response to its midterm review outcome towards establishing efficient transit transport systems and reducing trade transaction costs	(a) Increased number of specific actions, such as standardization and simplification procedures for border crossing, taken by United Nations organizations as well as transit developing countries and donor countries
(b) Increased international resources in support of addressing the special needs of landlocked developing countries	(b) Increased flow of official development assistance, private investment and debt relief

Strategy

8.7 In order to achieve the foregoing objective, the strategy for the Landlocked Developing Countries Unit will focus on:

(a) Supporting the building of partnerships towards the implementation of the Almaty Programme of Action by establishing coordinating mechanisms for its implementation at the national, subregional and global levels;

(b) Improving linkages between other parts of the United Nations system and focal points in individual organizations and the relevant subregional, regional and other international organizations and enhancing the cooperation and coordination of the United Nations system with them, particularly those engaged in operational activities on the ground in landlocked and transit developing countries;

(c) Monitoring and coordinating implementation of specific actions and initiatives aimed at establishing efficient transit transport systems in landlocked and transit developing countries;

(d) Advocating and mobilizing support, including financial and technical resources, for the implementation of the Almaty Programme of Action.

Subprogramme 3
Small island developing States

Objective of the Organization: to effectively advocate and mobilize international support for the Programme of Action for the Sustainable Development of Small Island Developing States and its follow-up, the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continuing increased international support for the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and its follow-up, the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	(a) Increased number of United Nations and other international organizations and donors according special focus to small island developing States issues
(b) Enhanced inter-agency collaboration and partnerships in support of the small island developing States	(b) Increased number of joint programmes and activities, including seminars, panels, briefings and publications

Strategy

8.8 In order to achieve the foregoing objective, the strategy of the Small Island Developing States Unit will focus on:

(a) Promoting awareness about the issues, priorities and special needs of small island developing States through consistent advocacy at the global and regional levels;

(b) Mobilizing international support at the global level by identifying sources of financing and garnering donor support for the implementation of the Mauritius Strategy.

Legislative mandates

General Assembly resolution

55/2	United Nations Millennium Declaration

Subprogramme 1
Least developed countries

General Assembly resolutions

55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/227	Third United Nations Conference on the Least Developed Countries
57/276	Third United Nations Conference on the Least Developed Countries
58/228	Third United Nations Conference on the Least Developed Countries
59/244	Third United Nations Conference on the Least Developed Countries
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
61/1	Declaration of the high-level meeting of the sixty-first session of the General Assembly on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the decade 2001-2010
61/211	Third United Nations Conference on the Least Developed Countries
62/203	Third United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

2002/33	Programme of Action for the Least Developed Countries for the Decade 2001-2010
2003/17	Programme of Action for the Least Developed Countries for the Decade 2001-2010
2004/65	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2005/44	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2006/41	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic and Social Council decisions

2001/320	Programme of Action for the Least Developed Countries for the Decade 2001-2010

Subprogramme 2
Landlocked developing countries

General Assembly resolutions

56/180	Specific actions related to the particular needs and problems of landlocked developing countries
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
59/245	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
60/208	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

61/212	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
62/204	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Subprogramme 3
Small island developing States

General Assembly resolutions

56/198	Further implementation of the outcome of the Global Conference on the Sustainable Development of Small Island Developing States
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/213 A and B	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
60/134	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
61/196	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Programme 9

United Nations support for the New Partnership for Africa's Development

Overall orientation

9.1 The programme was established following the final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s in 2002. As a result of that review, the General Assembly, by its resolution 57/7, brought to a close the New Agenda and endorsed the New Partnership for Africa's Development (NEPAD)[10] as the framework for the international community's support for African development. In its resolution 57/7, the Assembly also outlined the substantive areas and modalities for providing such support, inter alia underscoring the need for a structure in the Secretariat in New York to review and report on the support provided by the United Nations system and the international community for the New Partnership and on the coordinated implementation of outcomes of summit meetings and conferences as they relate to Africa, as well as to coordinate global advocacy in support of the New Partnership. In addition, the Assembly welcomed the actions being taken at the regional level by the Economic Commission for Africa (ECA) to organize the activities of the United Nations system around thematic clusters covering the priority areas of the New Partnership, and, in that regard, urged the strengthening of the process as a means of enhancing the effective response of the United Nations system in support of the New Partnership. Finally, it called upon the United Nations system to intensify its advocacy role and public information activities in support of Africa's development. Subsequently, in its resolution 57/300, the Assembly endorsed the creation of the Office of the Special Adviser on Africa and entrusted to that Office the role of coordinating reports and advocacy in support of NEPAD. The role of the Office in supporting NEPAD has been reaffirmed by the General Assembly in a series of subsequent resolutions.

9.2 At the 2005 World Summit (see General Assembly resolution 60/1), world leaders reaffirmed their commitment to addressing the special needs of Africa, the only continent not on track to meet any of the goals of the United Nations Millennium Declaration (resolution 55/2) by 2015. The New Partnership includes a commitment to achieving the Millennium Development Goals, which represents an important linkage with the Millennium Declaration. NEPAD thus substantially reflects the priorities in terms of meeting the special needs of Africa as set out in the Declaration, namely, supporting the political and institutional structures of emerging democracies in Africa; further building peacekeeping capacity in cooperation with regional organizations; taking special measures to address the challenges of poverty reduction and sustainable development by cancelling debt, increasing official development assistance, enhancing private capital flows and building capacities for trade; and helping Africa to build its capacity to tackle the spread of HIV/AIDS and other infectious diseases. Consequently, through its support for NEPAD, the programme will also contribute substantively to the achievement of the Millennium Development Goals in Africa.

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[10] NEPAD was formally adopted by the Heads of State and Government of the Organization of African Unity, at its thirty-seventh ordinary session, held in Lusaka in July 2001.

9.3 A major barrier to the development of Africa has been the persistence of conflicts in certain countries of the region. The need to develop a comprehensive means of promoting peace and security and development has long been recognized and was articulated in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871-S/1998/318). Since the issuance of that report, in 1998, a number of United Nations initiatives in Africa have been in line with the recommendations of the report, although a great deal still needs to be done. In recognition of this, the General Assembly, by its resolution 60/223, called on the Secretary-General to continue to monitor progress in the implementation of the recommendations.

9.4 In accordance with the mandate provided in the resolutions of the General Assembly, the programme aims to: (a) mobilize support and galvanize the efforts of the international community for peace and development in Africa; (b) ensure that the development of Africa remains one of the main priorities of the international community; (c) promote a supportive international framework for African development efforts; (d) encourage a coordinated and effective response by the United Nations system at the policy and operational levels in support of African development; and (e) strengthen and enhance South-South cooperation in support of the advancement of Africa.

9.5 Regional and international efforts have focused on the implementation of NEPAD and on assisting Africa's efforts to develop a robust peace and security architecture. The programme will support those efforts through a mix of analytical work, advocacy and outreach and by enhancing coordination of the work of the United Nations system in support of Africa's development.

9.6 The Office of the Special Adviser on Africa has been realigned with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. The realignment will help reinforce advocacy efforts and promote greater inter-agency coordination and donor contact to mobilize support for programmes dedicated to Africa's development and to the least developed countries, landlocked developing countries and small island developing States. The Office of the Special Adviser on Africa will maintain its mandate and programme budget as well as provide overall coordination for and leadership of programme 9, which will be under the joint responsibility of the Office of the Special Adviser on Africa, ECA and the Department of Public Information of the Secretariat.

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

Objective of the Organization: to strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased international community support for African development in general and NEPAD in particular	(a) (i) The number of recommendations in the reports of the Secretary-General incorporated into resolutions on African development adopted by the General Assembly, the Economic and Social Council, the Human Rights Council and other intergovernmental organs of the United Nations (ii) An increase in the number of United Nations system activities in support of African development (iii) An increase in the number of forums addressing South-South cooperation in support of Africa
(b) Improved United Nations coordination in providing support to African development with the attainment of the Millennium Development Goals	(b) An increase in the number of joint initiatives undertaken by the United Nations system in support of African development
(c) Increased international awareness of African development issues	(c) An increase in the number of visits to the website of the Office of the Special Adviser on Africa

Strategy

9.7 Responsibility for this subprogramme is vested in the Office of the Special Adviser on Africa, who will be proactive in working closely with Member States, the African Union, the NEPAD secretariat and the entire United Nations system (including the Bretton Woods institutions) in the performance of its function. It will encourage the building of an international infrastructure consortium, with the New Partnership for Africa's Development as the main framework, to facilitate public and private infrastructure investment in Africa and will encourage and support initiatives of the African Union and subregional organizations aimed at preventing, mediating and resolving conflicts with the assistance of the United Nations. The Office of the Special Adviser on Africa will also continue to conduct studies and organize expert group meetings on the role of the private sector in the implementation of NEPAD, establish and maintain contacts with civil society organizations and the private sector and encourage their participation in the implementation of NEPAD.

9.8 The subprogramme will ensure that African development issues are effectively addressed in intergovernmental debates and adequately incorporated into the resolutions emanating from that process. It will seek to raise international awareness of African development issues through advocacy and catalytic activities, participation in key forums, encouragement of United Nations system coordination, promotion of South-South cooperation and engagement with civil society and the private sector.

9.9 In view of the interlinkages between peace and sustainable development in Africa, the subprogramme will continue to analyse and draw attention to the root causes of conflict in African countries, monitor early warning signals and make recommendations on the steps that need to be taken to tackle violent conflicts in African countries.

9.10 The Office of the Special Adviser on Africa will continue to monitor the follow-up to international commitments made to Africa in the context of the 2005 World Summit Outcome and international forums held since 2005. The Office will make available on its website summary updates of the findings of expert bodies monitoring the progress achieved in the implementation of the commitments made to Africa in that context. The Office will also monitor the support (financial and technical, etc.) given to Africa by new and emerging donors. The Office will also advocate, and further raise international awareness of the importance of, an effective partnership between African countries and new and emerging development partners. Furthermore, the Office will promote South-South cooperation through, inter alia, the Tokyo International Conference on African Development process and provide support to various South-South forums. As a co-organizer of the Tokyo process and through its interactions with Member States from the South, the Office will continue to encourage the convening of forums that will result in practical measures to promote South-South cooperation, with a view to enabling African countries to benefit from the sharing of experiences and potentially from technical assistance and cooperation on the part of other developing and emerging countries. Following the commitment of the African countries to governance through the establishment of the African Peer Review Mechanism, the Office will promote institutional capacity-building and good governance in Africa with the aim of supporting the implementation of NEPAD projects and programmes.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

Objective of the Organization: to strengthen the United Nations system-wide support for the implementation of the New Partnership for Africa's Development at the regional and subregional levels in a manner consistent with the declaration on "Enhancing United Nations-African Union Cooperation: Framework for the Ten-Year Capacity-building Programme for the African Union"

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced coherence, coordination and cooperation among United Nations agencies in support of the implementation of NEPAD at the regional level	(a) Number of joint programmes implemented by the Regional Consultation Mechanism clusters in support of NEPAD programmes at the regional level

(b) Enhanced cooperation among United Nations agencies and the regional economic communities in support of the implementation of NEPAD programmes at the subregional level	(b) Number of coordination mechanisms established at the subregional level

Strategy

9.11 Substantive responsibility for this subprogramme is vested in ECA. In implementing the subprogramme, ECA will work closely with other United Nations bodies at the global, regional and subregional levels, particularly with the Office of the Special Adviser on Africa and the Department of Public Information, within the context of United Nations support for the regional consultation mechanism and its thematic clusters. Support by United Nations agencies has increased in recent years. However, that support needs to be better coordinated so as to enhance its impact.

9.12 The strategic focus of this subprogramme will therefore be on strengthening inter-agency collaboration in the implementation of technical cooperation activities in support of the priorities identified in the action plans developed by the various thematic clusters. It will also focus on improving collaboration and coordination with the African Union, the NEPAD secretariat, the regional economic communities, the African Development Bank and other regional organizations, with a view to ensuring the provision of effective support in the implementation of NEPAD in the framework of the 10-year capacity-building programme of the African Union. The subprogramme will promote and support effective, coherent and coordinated actions by United Nations agencies in support of NEPAD. It will also provide substantive and effective servicing of the annual meetings of the regional consultation mechanism of United Nations agencies, including monitoring, assessing and reporting on the progress made in the implementation of United Nations system-wide support for the African Union and its NEPAD programme.

9.13 Support for the implementation of NEPAD will be consistent with the declaration on United Nations-African Union cooperation signed in November 2006 by the United Nations Secretary-General and the Chairperson of the African Union, which established the framework for the 10-year capacity-building programme for the African Union. The framework establishes a basis for expanding and strengthening consultations and cooperation between the United Nations and the African Union to address the persistent needs of Africa in the area of the promotion of peace and security and of overall socio-economic development. The framework covers all aspects of the cooperation between the United Nations and the African Union and urges United Nations agencies and organizations to provide assistance in building the capacity of the African Union. The declaration also calls for aligning the support of the organizations of the United Nations system for NEPAD with the framework.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

Objective of the Organization: to raise international awareness of the critical economic, social and environmental situation in Africa, as well as of the efforts made by Africa and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality and timely issuance of *Africa Renewal* in English and French	(a) (i) The percentage of the target audience expressing satisfaction with the value of the materials published in the magazine (ii) Increased number of magazines published in a timely manner
(b) Enhanced awareness of key thematic issues covered by the information materials produced by the subprogramme, both in print and on the website	(b) The percentage of the target audience indicating awareness of key thematic issues
(c) Enhanced awareness on the part of the target audience of the aims of NEPAD	(c) (i) The percentage of the target audience indicating awareness of the aims of NEPAD (ii) Number of United Nations information centres reported to have proactively performed public advocacy on the issues of African development as part of their work

Strategy

9.14 Substantive responsibility for the subprogramme lies with the Department of Public Information. The overall strategy involves the development of global communications plans on priority issues affecting Africa, including generating support for the implementation of NEPAD among people in Africa and in the donor countries and for the achievement of the Millennium Development Goals, and is aimed at ensuring that such plans are implemented in coordination with the rest of the Department, the United Nations Communications Group and the United Nations system as a whole, and in particular with the Office of the Special Adviser on Africa and ECA. Activities will include the quarterly publication of *Africa Renewal* magazine, together with a range of additional outputs including Web-only news and analysis, background notes, press releases and briefing papers for use by non-United Nations media, both African and international. Dissemination to a diverse public and to target groups such as parliamentarians, policymakers in both government and non-governmental organizations, trade unions, civil society and academic institutions, will be achieved through direct contact with individuals and groups as well as through systematic outreach to the media in Africa and to the international mass media so as to ensure that key players are informed of major national and international initiatives and events that affect sustainable development in Africa.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
55/210	Implementation of the First United Nations Decade for the Eradication of Poverty (1997-2006), including the initiative to establish a world solidarity fund for poverty eradication
55/214	Third United Nations Conference on the Least Developed Countries
55/217	Causes of conflict and the promotion of durable peace and sustainable development in Africa
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/95	Follow-up to the outcome of the Millennium Summit
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/300	Strengthening of the United Nations: an agenda for further change
60/1	World Summit Outcome
61/229	New Partnership for Africa's Development: progress in implementation and international support
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

Security Council resolutions

1170 (1998)	Conflict prevention and the promotion of durable peace and security and sustainable development in Africa
1197 (1998)	Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and the maintenance of peace

Economic and Social Council resolutions

1998/44	Integrated and coordinated implementation and follow-up of major United Nations conferences and summits
	Ministerial declaration adopted by the Council at its high-level segment of 2001

Programme 10
Trade and development

Overall orientation

10.1 The main objective of the programme implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre UNCTAD/WTO (ITC) is to assist developing countries, especially least developed countries, and countries with economies in transition to integrate beneficially into the global economy. In all aspects of its work, UNCTAD will help to implement the global development agenda and will assist developing countries in meeting their development goals, including poverty eradication, to improve the welfare of their citizens and to address the opportunities and challenges created by globalization. In particular, in line with the priorities of the Organization, UNCTAD will further enhance its efforts to support the development of Africa across all its sectoral areas of expertise.

10.2 To achieve the foregoing objectives, UNCTAD, within its mandate, will: (a) conduct research and analysis on both long-standing and emerging development issues; (b) build consensus around efforts to promote national and international policies and strategies conducive to development; and (c) support countries in implementing their development strategies, helping them to overcome the challenges and seize the opportunities of globalization. In the context of deepening interdependence among all countries, UNCTAD will continue with its unique orientation and commitment to development through these three pillars, while remaining responsive and accountable to all member States.

10.3 The programme is guided by the sessions of the Conference, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development. For the period 2010-2011, the programme will further integrate the outcomes of the Accra Accord. UNCTAD is responsible for subprogrammes 1 to 5 within the programme, while subprogramme 6 is under the responsibility of ITC.

10.4 UNCTAD will pursue five subprogrammes to support its objective of helping developing countries integrate beneficially into the international trading system. The principal task of the first subprogramme emanating from the outcomes of the twelfth session of UNCTAD will be the examination of development strategies in a globalizing world economy and interrelated issues. Subprogrammes 2 and 4 will aim to contribute to building productive capacities and international competitiveness, while subprogramme 3 and the trade logistics component of subprogramme 4 will aim to contribute to maximizing gains from globalization for development in international trade and trade negotiations in goods and services. The development strategies of Africa, the least developed countries and countries in special situations, including small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies, will be covered under subprogramme 5, while sectoral concerns of those countries will also be addressed by other subprogrammes in coordination and cooperation with subprogramme 5.

10.5 In order to strengthen the work of UNCTAD in science and technology — a sine qua non for development today — and to better draw on synergies with work on information and communications technologies, this area of work is consolidated under subprogramme 4, which will be under the responsibility of the renamed Division on Technology and Logistics. In accordance with paragraph 183 of the Accra Accord, the current Commodities Branch of the Division on International Trade in Goods and Services, and Commodities, will be transformed into an autonomous unit on commodities, with clearly defined resources. With the guidance and leadership of the Secretary-General of UNCTAD, this unit should contribute more effectively to the efforts of developing countries to formulate strategies and policies to respond to the challenges and opportunities of commodity markets.

10.6 UNCTAD will, moreover, give special emphasis to the potential for economic cooperation among developing countries. UNCTAD, within its mandate, will address migrants' contribution to development, in accordance with paragraph 95 of the Accra Accord; the potential contribution of migrants' remittances to development, in accordance with paragraph 170 of the Accord; energy-related issues, in accordance with paragraph 98 of the Accord; and climate change, in accordance with paragraph 100 of the Accord.

10.7 UNCTAD will strengthen its cross-divisional coordination, in particular with respect to training and capacity-building programmes.

10.8 UNCTAD will make contributions, within its mandates, to the implementation of the outcomes of relevant global conferences. Notably, it will contribute to the attainment of the internationally agreed development goals contained in the Millennium Declaration and in the 2005 World Summit Outcome, in particular those chapters of the World Summit Outcome related to the global partnership for development, financing for development, domestic resource mobilization, investment, debt, trade, commodities, systemic issues and global economic decision-making, economic cooperation among developing countries, sustainable development, science and technology for development, countries with special needs and meeting the special needs of Africa.

10.9 UNCTAD will also contribute to the implementation of specific actions requested in the Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Monterrey Consensus of the International Conference on Financing for Development, the outcomes agreed at the World Summit on Sustainable Development, including the Johannesburg Plan of Implementation, the outcomes of the World Summit on the Information Society, including the Declaration of Principles and the Plan of Action, the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and the outcomes of the midterm review of the Almaty Programme of Action in 2008, and the Mauritius Strategy for the sustainable development of small island developing States. In addition, it will contribute to furthering the implementation of the internationally agreed goals set out in the Doha Ministerial Declaration and other relevant decisions.

10.10 As a lead agency of the United Nations System Chief Executives Board for Coordination for the inter-agency thematic cluster on trade and productive sectors, UNCTAD will enhance the role of trade and development and interrelated issues in United Nations development assistance plans, such as United Nations Development Assistance Frameworks, and national development strategies; undertake joint operations at the country level, as appropriate; and enhance inter-agency cooperation in system-wide initiatives in those areas. Through the newly established global network of development think tanks, involving institutions at the country level and regional networks, UNCTAD will focus on enhancing its intellectual contribution and improving the quality of its work through more systematic use of peer reviews and an improved clearance process within the secretariat, while maintaining its intellectual integrity and independence.

10.11 ITC will complement the work of its parent bodies, UNCTAD and the World Trade Organization, by focusing its technical cooperation activities on supporting the efforts of developing countries and countries with economies in transition, particularly their business sectors, to maximize their trade and development opportunities and on assisting them in their integration into the world economy in a manner that enhances the development opportunities offered by the globalization process while helping to shape international economic relations in the twenty-first century. Capacity-building support will be provided through information dissemination, training and advisory services that address both supply-side and market development constraints. The principal clients of such technical assistance are public and private sector trade support institutions and their networks that extend specialized trade support services to export enterprises. Africa and the least developed countries remain a priority for the Centre's technical assistance.

Subprogramme 1
Globalization, interdependence and development

Objective of the Organization: to promote economic policies and strategies at the national, regional and international levels that are supportive of sustained growth, inclusive and sustainable development, employment creation and hunger and poverty eradication in developing countries, especially the least developed countries, based on increased gains from globalization, against a background of the increasing interdependence of international trade, investment and financial policies and arrangements and national development strategies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Contribute within its mandate to increased understanding of the global economic environment and of policy choices at the national and international levels, including with respect to South-South cooperation, as a complement to North-South trade and economic cooperation, as a result of policy advocacy (Accra Accord, paras. 36-39, 42 and 43)	(a) (i) Increased number of responses from member States to readership surveys (ii) Increased number of member States reporting a better understanding of policy choices at the national and international levels based on UNCTAD research
(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding at all levels of the interplay between successful development	(b) (i) The number of institutions/countries using the capacity-building services of the Debt Management and Financial Analysis System programme

finance strategies and effective debt management (Accra Accord, para. 40)	(ii) The number of international and national policy positions and initiatives in the area of debt and development finance incorporating contributions from UNCTAD and the number of countries assisted by UNCTAD through the Debt Management and Financial Analysis System having improved external debt positions as measured by a stable or decreasing ratio of external debt to gross national product, with the recognition that many factors have an impact on this indicator
(c) Improved empirical, reliable and timely statistics for decision-making at the national and international levels on economic policies and development strategies, including on South-South cooperation (Accra Accord, paras. 36 (e) and 43)	(c) (i) Number of increased statistical variables and derived indicators developed and maintained by the UNCTAD Central Statistical Service (ii) Number of institutions using UNCTAD statistical data on trade, financial and economic policies
(d) Improved policy and institutional capacities and enhanced international cooperation for the recovery and sustained development of the Palestinian economy (Accra Accord, para. 44)	(d) Number of Palestinian development initiatives and institutions benefiting from UNCTAD research findings, recommendations and technical cooperation activities

Strategy

10.12 The subprogramme is under the responsibility of the Division on Globalization and Development Strategies. In its work, the Division will focus on (a) identifying specific needs and measures arising from the interdependence between trade, finance, investment, technology and macroeconomic policies from the point of view of their effect on development, (b) contributing to a better understanding of coherence between international economic rules, practices and processes on the one hand and national policies and development strategies on the other, (c) creating an enabling environment for the private sector and entrepreneurial investment, (d) promoting, at the national level, poverty eradication, income distribution and public revenue systems, and (e) supporting developing countries, especially the least developed countries, in their efforts to formulate development strategies adapted to the challenges of globalization, including economic cooperation among developing countries. In this context, UNCTAD will continue to support the development efforts of middle-income countries. The objective will be pursued through policy advocacy based on (a) timely and forward-looking research and analysis of macroeconomic and development policies as well as debt and finance, taking into account the outcomes of relevant major international conferences, (b) the formulation of practical policy recommendations for appropriate development strategies at the national, regional and international levels to meet the opportunities and challenges of globalization, (c) furthering consensus-building on macroeconomic and development policies that are suited to the specific conditions of developing countries, (d) training and capacity-building related to effective debt management, and (e) the operation of the global network of development think tanks. The dissemination of reports and documents issued under the subprogramme will be linked closely to (a) the provision of advisory services, training and workshops at the national and international levels, (b) technical cooperation, in particular in the area of debt management, (c) statistical and information services as tools for policymakers and in support of the UNCTAD work programme, and (d) the provision of economic policy analysis and special assistance to the Palestinian people.

Subprogramme 2
Investment and enterprise

Objective of the Organization: to assure developmental gains from increased investment flows to all developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and from an enhanced enterprise sector and increased international competitiveness in those economies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of various key public and private investment issues and of the impact of foreign direct investment (FDI) on development, as well as of related policies that could promote development gains from FDI (Accra Accord, paras. 147 and 169)	(a) (i) Increased number of policymakers and other stakeholders responding to evaluation surveys and reporting a better understanding of public and private investment issues (ii) Increased number of policymakers reporting that they have implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment
(b) Increased ability to create an environment conducive to attracting and benefiting from investment for development (Accra Accord, paras. 148-150)	(b) (i) Number of countries that have benefited from UNCTAD assistance, including investment policy reviews, reporting increased FDI and increased benefits from it, with the recognition that many factors have an impact on this indicator (ii) Number and percentage of developing countries that have benefited from UNCTAD assistance recording improved performance based on benchmark indicators

(c) Increased understanding of key and emerging issues related to international investment agreements and their development dimension and enhanced capacity in negotiating and implementing investment treaties and managing investor-State disputes (Accra Accord, paras. 151 and 153)	(c) (i) Improved understanding of key and emerging issues related to international investment agreements and their development dimension, and examination of the effects of those agreements, as reflected in various types of feedback from policymakers and negotiators
	(ii) Enhanced capacity of member States to participate in negotiating and implementing investment treaties and managing investor-State disputes, as reflected in various types of feedback from policymakers and negotiators
(d) Enhanced understanding and capacity to develop policies aimed at: (i) stimulating enterprise development and business facilitation; (ii) establishing a sound and internationally recognized accounting and reporting framework; (iii) establishing competitive and well-regulated insurance markets; and (iv) increased understanding of instruments and practices regarding corporate social responsibility (Accra Accord, paras. 152, 154-157 and 169)	(d) (i) Increased number of countries indicating that UNCTAD policy measures and tools are useful and effective in the design of policies aimed at strengthening the competitiveness of their firms
	(ii) Increased number of policymakers and practitioners using guidance and tools developed by UNCTAD in the areas of accounting, insurance, business facilitation and corporate reporting

Strategy

10.13 The subprogramme is under the responsibility of the Division on Investment and Enterprise. The subprogramme will assist all developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in designing and implementing active policies at both the national and international levels aimed at boosting their productive capacities and international competitiveness. To that end, the subprogramme will follow a coherent approach consisting of (a) strengthening its role as the major source of comprehensive information and analysis of international investment so as to enable policymakers to make better-informed decisions, (b) strengthening the capacity of developing countries, in particular the least developed countries, at their request, to formulate and implement integrated policies, develop an enabling environment and participate in discussions relating to international investment, (c) supporting efforts by developing countries to build productive capacities and internationally competitive firms, and (d) training and capacity-building programmes for local institutions.

Subprogramme 3
International trade

Objective of the Organization: to ensure the effective, qualitative and beneficial participation of all countries, in particular developing countries, with enhanced work on the special problems of Africa, the least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in international trade and the trading system and to strengthen the contribution of the commodity economy to development in order to make trade a positive force for all

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system, including trade in services, and to design and implement trade policies and participate effectively and coherently in bilateral, regional (including South-South) and multilateral trade negotiations, placing greater emphasis on practical solutions (Accra Accord, paras. 89, 90, 94, 95, 97 and 105-107)	(a) (i) Number of countries increasing their participation in trade negotiations through the submission of trade negotiating proposals in bilateral, regional and multilateral trade negotiations, including South-South trade negotiations and World Trade Organization accession processes, and the number of countries with which UNCTAD has worked that have built relevant institutional and human resources capacities
	(ii) Number and percentage of developing countries that have benefited from UNCTAD assistance recording improved performance based on benchmark indicators
(b) Further improve and disseminate analytical tools, such as the Trade and Development Index, and databases and software, such as the Trade Analysis and Information System (TRAINS) or the World Integrated Trade Solution (WITS), contributing to trade and trade-related decision-making including in addressing the trade and development impact of non-tariff barriers (Accra Accord, paras. 96 and 97)	(b) (i) Number of active users of TRAINS, through either the Internet or WITS, and of the Agriculture Trade Policy Simulation Model, including information on non-tariff measures, as well as on dynamic and new sectors of world trade
	(ii) Increased number of specific actions/initiatives taken by Member States to reduce or eliminate the use of non-tariff barriers in international trade
	(iii) Number of countries whose performance is measured by the Trade and Development Index and its analytical/diagnostic framework

(c) Improved capacity of commodity-dependent developing countries to harness development gains from the current boom in commodity prices and enhanced international cooperation within the mandate of UNCTAD to address trade and development problems associated with the commodity economy, including the food crisis and poverty reduction (Accra Accord, paras. 91-93, 98 and 183)	(c) (i) Number of commodity-dependent countries adopting specific policy measures at all levels, and all participants in the commodity sector promoting and improving transparency and accountability and harnessing development gains from the current boom in commodity prices, with the recognition that many factors have an impact on this indicator
	(ii) Number of commodity-dependent countries which UNCTAD has assisted in their efforts to integrate commodity strategies into their national development plans; number of studies, technical cooperation activities and consensus-building meetings undertaken by UNCTAD to promote international cooperation in addressing trade and development opportunities and challenges associated with the commodity economy
(d) Capacities of developing countries and countries with economies in transition created to prepare and implement national and regional (including South-South) competition laws and frameworks that reflect prevailing conditions for achieving domestic and international competitiveness, and enhanced international cooperation for better implementation of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices, in particular section F (Accra Accord, paras. 103 and 104)	(d) (i) Number of countries establishing or revising, and implementing national and/or regional (including South-South) competition laws and institutional frameworks
	(ii) Number of voluntary consultations as envisaged in section F of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices
(e) Strengthened capacity of developing countries to formulate and implement mutually supportive trade, environment and sustainable development objectives and to integrate sustainable development objectives in development strategies at all levels (Accra Accord, paras. 99-102 and 105)	(e) (i) Number of countries that are developing and implementing policies, plans, programmes and normative initiatives and setting up inter-agency mechanisms with a view to taking advantage of trade and investment opportunities while promoting their sustainable development objectives as a result of UNCTAD policy analysis and advice
	(ii) Increased participation of developing countries in the biotrade and biofuels initiatives

Strategy

10.14 The subprogramme is under the responsibility of the Division on International Trade in Goods and Services, and Commodities. It promotes inclusive development from trade through work on international trade in goods, services and commodities and the international trading system, and on the linkages between trade and internationally agreed development goals and objectives, including the Millennium Development Goals, on poverty reduction and gender equity. The subprogramme will continue and improve close cooperation with other international organizations and foster coordination of system-wide United Nations activities in the areas of international trade in goods and services and commodities. The Secretary-General of UNCTAD will provide substantive policy guidance and strategic oversight on the work on commodities. The subprogramme assists developing countries — in particular those in Africa and the least developed countries — and countries with economies in transition, through all three pillars of the work of UNCTAD. The work of UNCTAD under this subprogramme will include (a) monitoring and assessing the evolution of the international trading system and trends in international trade from a development perspective, with greater emphasis placed on practical solutions, (b) enhancing the capacities of developing countries to establish negotiating priorities, negotiate and implement bilateral, regional and multilateral trade agreements and ensure coherence between them, (c) examining ways of improving the utilization of trade preferences and making them more predictable, (d) assisting structurally weak, vulnerable and small economies in their efforts to integrate into the multilateral trading system, (e) assisting developing countries in their efforts to increase participation in global services production and trade, (f) providing strengthened technical support and cooperation to developing countries and countries with economies in transition in the process of accession to the World Trade Organization and its follow-up, (g) undertaking research and analysis on trade and development aspects of intellectual property in accordance with paragraph 105 of the Accra Accord, (h) facilitating economic cooperation among developing countries and South-South trade, including through the Global System of Trade Preferences among Developing Countries, (i) strengthening analytical capacity for policymaking and trade negotiations and integrating trade and development concerns into national development plans and poverty reduction strategies, in particular for the least developed countries, (j) addressing the trade and development impact of non-tariff barriers, (k) promoting the use of competition law and policy as tools for achieving domestic and international competitiveness and for dealing with anti-competitive practices, (l) addressing issues at the interface between trade and environment, (m) tackling the trade and development problems associated with the commodity economy by giving due attention to all commodity sectors, including through greater intergovernmental cooperation, and enhancing its contribution to the development process and poverty reduction, (n) developing and implementing trade and trade-related technical cooperation and capacity-building activities, including projects under the aid for trade initiative, and (o) strengthening its contribution, within its mandate, to the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries and the Joint Integrated Technical Assistance Programme.

Subprogramme 4
Technology and logistics

Objective of the Organization: to enhance the economic development and competitiveness of developing countries, in particular the least developed countries, landlocked developing countries and countries with economies in transition, through efficient trade logistics services, transit transport systems, strengthened capacity to develop, increased access to and sustainable utilization of technology and knowledge, including information and communications technology, and training and capacity-building programmes for local institutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of trade logistics of developing countries through, inter alia, strengthening of management of transport operations, coherent transit systems and trade facilitation, development and implementation of appropriate institutional and legal frameworks, and active participation of developing countries in transport and trade facilitation negotiations (Accra Accord, paras. 107 and 164-168)	(a) (i) Increased number of specific actions taken by developing countries to cut transport and transaction costs, improve effective transit systems, transport efficiency and connectivity, establish a supportive legal framework and promote efficient trade facilitation measures (ii) Increased number of countries using the Automated System for Customs Data (ASYCUDA) and reporting on consequent improvements in the management of their customs administration (iii) Number and percentage of developing countries that have benefited from UNCTAD assistance recording improved performance on benchmark indicators, with the recognition that many factors have an impact on this indicator
(b) Improved awareness and adoption of national and international policies in the area of science, technology and innovation, as well as information and communications technologies, notably to respond to technological changes, implement effective domestic innovation policy, support transfer and diffusion of technology, and strengthen North-South and South-South cooperation in harnessing knowledge and technology for development, including through capacity-building, as agreed in the outcomes of major United Nations conferences and summits (Accra Accord, paras. 153 and 158-161)	(b) (i) Increased number of specific actions or policy measures taken by developing countries to implement programmes to enhance the contribution to the development of science, technology and innovation, and information and communications technology, as a result of policy advice and assistance by UNCTAD, including in the context of policy reviews (ii) Increased number of cooperation initiatives at the subregional, regional and international levels in the area of science and technology and information and communications technology

(c) Enhanced support to the Economic and Social Council Commission on Science and Technology for Development to fulfil its mandates, including the follow-up to the outcomes of the World Summit on the Information Society (Accra Accord, paras. 159 and 161)	(c) High-level participation in sessions of the Commission on Science and Technology for Development and adoption of national and international measures on science and technology arising from Economic and Social Council resolutions
(d) Enhanced knowledge and capacities in developing countries in the areas of trade and investment and interrelated issues, through cross-divisional capacity-building programmes providing research, teaching and training to local institutions in developing countries (Accra Accord, para. 162)	(d) Increased number of specific actions taken by developing countries to strengthen capacities of human resources and local institutions in the areas of trade and investment, and interrelated issues, as a result of UNCTAD assistance
(e) Capacity-building in e-tourism (Accra Accord, para. 163)	(e) Number of countries that have benefited from UNCTAD assistance on e tourism reporting improvement in the management and promotion of the tourism sector

Strategy

10.15 The subprogramme is under the responsibility of the Division on Technology and Logistics. To achieve the objective, the Division will aim to promote access and build capacity to develop and use technology and knowledge, and to promote the strengthening of supply capacities through access to and adoption of efficient trade logistics services. In particular, it will focus on (a) the strengthening of transport efficiency, trade facilitation and customs and legal frameworks, as well as emerging global concerns, such as environment and supply-chain security and coherent transit systems benefiting landlocked and transit developing countries, (b) implementation of science, technology and innovation, and information and communications technology programmes and policy reviews, (c) economic applications of information and communications technologies, and (d) development of capacities in the fields of trade, investment, tourism and other interrelated areas through human resources development, training and networking. It will pursue the objective by (a) carrying out timely and forward-looking research and analysis, (b) formulating policy recommendations for appropriate development strategies at the national, regional and international levels, (c) fostering dialogue for consensus-building, (d) providing technical assistance upon request, including through policy reviews, and (e) building capacities in the fields of trade, investment, e-tourism and trade logistics and ASYCUDA. The reports and documents prepared under the subprogramme will be widely used in connection with the provision of advisory services, training and workshops at the national, regional and international levels. Where appropriate, they will draw upon the knowledge gained through the implementation of a wide range of technical cooperation activities, in particular through national policy reviews (notably in the areas of science, technology and innovation, and information and communications technology).

Subprogramme 5
Africa, least developed countries and special programmes

Objective of the Organization: to promote economic development and poverty reduction in Africa, the least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies), and their progressive and beneficial integration into the global economy, in particular through national policies and international support measures which build productive capacities, including by assisting them in integrating trade into the United Nations Development Assistance Frameworks. UNCTAD will also contribute, within its mandate, to the implementation and follow-up to the outcomes of relevant global conferences and to the achievement of internationally agreed development goals, including those contained in the Programme of Action for the Least Developed Countries for the Decade 2001-2010. In order to identify policy options at the national and international levels on the use of trade as a more effective tool for poverty eradication, UNCTAD will undertake research activities on the interlinkages between trade and poverty and training and capacity-building programmes for local institutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased range of national and international policy choices to promote African development in the areas of expertise of UNCTAD (Accra Accord, paras. 10, 41 and 195)	(a) (i) Number and percentage of member States that have endorsed policy recommendations put forward by UNCTAD, as demonstrated by statements at various UNCTAD intergovernmental meetings (ii) Increased number of policymakers reporting that they have adopted policy recommendations and utilized methodology provided by UNCTAD in the area of African development
(b) Increased analytical understanding and consensus in the global economy of the development problems of the least developed countries (Accra Accord, paras. 10, 39 (c) and (d), 41, 90 (i), 147 and 184 (b) and (g))	(b) (i) Number and percentage of member States that have endorsed policy recommendations put forward by UNCTAD, as demonstrated by statements at various UNCTAD intergovernmental meetings (ii) Increased number of policymakers reporting that they have adopted policy recommendations and utilized methodology provided by UNCTAD in the area of least developed country development

(c) Better integration of trade policies and priorities in the national development plans through, inter alia, the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries (Accra Accord, paras. 90 (i), 212 (d) and 214)	(c) Number of least developed countries that have made progress in mainstreaming trade policies and priorities in their national development plans, and have implemented the action matrices of the Enhanced Integrated Framework, with the recognition that many factors have an impact on this indicator
(d) Greater resilience, through action to reduce handicaps and enhance the diversification of structurally weak, vulnerable and small economies, in particular small island developing States, within the framework of the 2005 Mauritius Strategy (Accra Accord, paras. 10, 36 (d), 90 and 212 (h))	(d) Number of countries (small island developing States and other structurally weak, vulnerable and small economies) in which or for which measures aimed at achieving greater resilience have been taken by policymakers and/or development partners, in part or entirely as a result of UNCTAD actions
(e) Improvement in the effective participation of landlocked developing countries in the global trading system and foreign direct investment flows owing to analytical work, advisory services and technical cooperation undertaken within the framework of the Almaty Programme of Action (Accra Accord, paras. 10, 36 (d), 41, 107, 146, 165 and 212 (g))	(e) Number of landlocked developing countries that have achieved some progress in their trade patterns as well as in attracting foreign direct investment flows, in part or entirely as a result of UNCTAD actions

Strategy

10.16 The subprogramme is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. To achieve the objective of the subprogramme, the Division will focus, within the mandate of UNCTAD, on identifying and understanding the economic development problems specific to the countries concerned through policy analysis and research, including research on the interlinkages between trade and poverty, and will play an advocacy role in promoting consensus within the international development community on the policy measures that best address such development problems. It will also examine new and long-standing issues which can foster a better understanding of the feasible ways and means of ensuring that the positive impact of globalization and trade on development is maximized, from the perspective of the African continent, of the least developed countries, small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies. This will involve the identification of new issues and approaches as well as greater interaction with research institutes in the countries concerned, as well as with development partners. The research output will be linked closely to the provision of advisory services, training, workshops and lectures, with a view to improving human and institutional capabilities. It will also seek to sensitize development partners to the specific needs of these countries and ways to meet them. The Division will continue to support relevant countries in their efforts to take maximum advantage of their respective United Nations status and, by doing so, to avoid increased marginalization from the global economy and reduce poverty. This will involve support aimed at enhancing productive capacities and building resilience to adverse external influences. In addition, the subprogramme will contribute, in particular, to the implementation of the Programme of Action for the Least Developed Countries and to the build-up to the Fourth United Nations Conference on the Least Developed Countries. It will also proactively identify, elaborate and build consensus around more effective international support measures that reflect the special trade and development problems of the least developed countries and the emerging changes in the global economy for adoption at that conference. Similar efforts will be made in support of Africa and countries in special situations, including the provision of services in support of the New Partnership for Africa's Development and various intergovernmental and inter-agency initiatives with regard to Africa. UNCTAD technical cooperation activities will be coordinated, taking into account the specific needs of those countries, through participation in the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries and the aid-for-trade initiative. In addition, the subprogramme will contribute to the implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries, the outcomes of the midterm review of the Almaty Programme of Action in 2008, and the Barbados Programme of Action for the Sustainable Development of Small Island Developing States, including the outcome of its review at the international meeting held in Mauritius. In order to ensure coherence and consistency, the subprogramme will coordinate and cooperate with other subprogrammes on the sectoral work relating to the groups of countries concerned.

Subprogramme 6
Operational aspects of trade promotion and export development

Objective of the Organization: to foster sustainable economic development and contribute to achieving the Millennium Development Goals in the developing and transition economies through trade and export potential

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened integration of the business sector into the global economy through enhanced support to policymakers	(a) (i) Increased number of export development strategies developed and implemented, including the number of cases in which trade is integrated into national development strategies as a result of International Trade Centre support in enabling decision makers to develop effective trade and export development programmes

	(ii) Increased number of country networks having generated multilateral trading system-related activities and increased number of proposals on the multilateral trading system prepared and implemented by country networks through the support of the International Trade Centre in enabling decision makers to understand business needs and create an environment conducive to business
	(iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business sector participation, with the support of the International Trade Centre, in enabling decision makers to integrate business dimensions into trade negotiations
(b) Increased capacity of trade support institutions to support businesses	(b) (i) Increased number of trade support institutions having improved their ranking on the International Trade Centre trade support institutions benchmarking scheme through Centre support
	(ii) Increased number of policy proposals having been presented by trade support institutions to the competent authorities involving International Trade Centre support
(c) Strengthened international competitiveness of enterprises through International Trade Centre training and support	(c) (i) Increased number of enterprises enabled to formulate sound international business strategies through International Trade Centre training on export management issues, delivered directly or indirectly
	(ii) Increased number of enterprises enabled to become export-ready through International Trade Centre training activities focusing on export-readiness, delivered directly or indirectly
	(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through International Trade Centre support

Strategy

10.17 ITC bears substantive responsibility for the implementation of the subprogramme. The strategic thrust of the subprogramme is in line with the mandate accorded to it by the Economic and Social Council in its resolution 1819 (LV), by which the Council recognizes the Centre as the focal point for technical assistance and cooperation activities in the export promotion field within the United Nations system of assistance to developing countries. The subprogramme will focus on the implementation of international development goals, including those contained in the Millennium Declaration, and to the follow-up to the 2005 World Summit Outcome. It will also contribute to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Monterrey Consensus, the Johannesburg Declaration on Sustainable Development and the Declaration of Principles and the Plan of Action of the Tunis World Summit on the Information Society. The subprogramme will play an important role in furthering the implementation of the World Trade Organization Doha and Hong Kong, China, ministerial declarations, in particular by involving the business community in trade negotiations and explaining to it the implications of the multilateral trading system for the business sector.

10.18 The strategic objective of the subprogramme is to assist developing countries and countries with economies in transition to enhance their international competitiveness, increase exports and improve import operations with a corresponding impact on employment and poverty reduction. In pursuing its objective, the subprogramme will build on results achieved and lessons learned in the biennium 2008-2009. In its continued efforts to address the Millennium Development Goals, the subprogramme will scale up its innovative approaches to link poor producers to global value chains and international markets to ensure the sustainability of poverty reduction initiatives. The focus will be on work with small and medium-sized enterprises in sectors with possibilities for strong backward linkages with the informal sector. Priority will be given to the development of innovative forms of cooperation and alliances with new partners to address sustainable trade development for the Millennium Development Goals, including the corporate sector, academia, non-governmental organizations and other development actors, through, in particular, enhanced partnerships in the areas of poverty reduction and gender equality. The subprogramme will continue to involve its country programme partners in monitoring progress towards the Millennium Development Goals, targets and indicators, and in measuring results and the contribution of ITC to the achievement of the goals.

10.19 To achieve the expected accomplishments, ITC will pursue its mission by enabling small business export success in developing countries by providing, with partners, sustainable and inclusive trade development solutions to the private sector, trade support institutions and policymakers. The Centre will focus its activities on the following five main strategies: (a) export strategy, to further enable decision makers to set priorities and to design and implement coherent export development plans that reflect the dynamic requirements of the market; (b) business in trade policy, to reinforce the Centre's efforts to enable policymakers to integrate the business dimension into trade policies, as well as regional and multilateral negotiations, resulting in capacities created to design and implement trade policies that reflect business needs; (c) the strengthening of trade support institutions, to enable trade support institutions to deliver enhanced services to small and medium-sized enterprises and Governments, resulting in greater export impact of such enterprises and the ability of trade support institutions to provide sustainable trade capacity-building; (d) trade intelligence, to continue building the capacity of clients in the production of trade information and customized trade analysis, using Centre products and tools, enabling policymakers, trade support institutions and small and medium-sized enterprises to make more informed decisions, and trade support institutions to produce and disseminate trade intelligence services effectively; and (e) exporter competitiveness, to enable existing and potential exporting small and medium-sized enterprises to strengthen their export performance and increase their market share, resulting in enterprises understanding market constraints and able to design products and implement successful international marketing approaches.

10.20 Additional partnerships and key strategic alliances will continue to be sought so as to complement the Centre's fields of expertise and allow for increased delivery in sectors and regions where demand has surpassed the Centre's ability to deliver. In order to achieve greater impact, the Centre will continue to develop larger integrated programmes with a critical mass based on countries' needs. Partnerships, which are critical to success, will be strengthened with existing and new donors and with such other international organizations as UNCTAD and WTO, with which the Centre is organically linked, as well as the United Nations Industrial Development Organization, the World Bank, the regional development banks, the African Union, the United Nations regional commissions and the United Nations country programmes.

Legislative mandates

General Assembly resolutions

2297 (XXII)	International Trade Centre
55/2	United Nations Millennium Declaration
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/210	International Conference on Financing for Development
57/253	World Summit on Sustainable Development
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
59/209	Smooth transition strategy for countries graduating from the list of least developed countries
60/1	2005 World Summit Outcome
60/185	Unilateral economic measures as a means of political and economic coercion against developing countries
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)

60/252	World Summit on the Information Society
61/208	International migration and development
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/161	The right to development
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/182	Information and communication technologies for development
62/184	International trade and development
62/185	International financial system and development
62/186	External debt and development: towards a durable solution to the debt problems of developing countries
62/187	Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/199	Globalization and interdependence
62/201	Science and technology for development
62/203	Third United Nations Conference on the Least Developed Countries
62/204	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
62/209	South-South cooperation

Economic and Social Council resolution

1819 (LV)	United Nations export promotion programmes

Trade and Development Board resolutions

TD/386	Plan of Action adopted by the United Nations Conference on Trade and Development at its tenth session, on 19 February 2000
TD/387	Bangkok Declaration: Global Dialogue and Dynamic Engagement adopted by the United Nations Conference on Trade and Development at its tenth session, on 19 February 2000
TD/412	Part I: UNCTAD XI — The Spirit of São Paulo Part II: The São Paulo Consensus
TD/B(S-XXIII)/7	Agreed outcome of the midterm review (Vol. I), chap. I
TD/L.413	The Accra Declaration
TD/L.414	Draft Accra Accord

World Trade Organization resolutions (subprogramme 6)

WT/MIN (01)/DEC/1	Ministerial Declaration
WT/MIN/05/DEC	Doha Work Programme: Ministerial Declaration

Programme 11

Environment

Overall orientation

11.1 The principal responsibility for the environment within the United Nations system is vested with the United Nations Environment Programme (UNEP).

11.2 The mandate for UNEP derives from General Assembly resolution 2997 (XXVII) of 15 December 1972, by which the General Assembly established the Governing Council of UNEP, the Environment Secretariat and the Environment Fund. The Governing Council, in its decision 19/1 of 7 February 1997, clarified the role and mandate of UNEP in the Nairobi Declaration on the Role and Mandate of UNEP, which the Assembly subsequently endorsed in the annex to its resolution S/19-2 of 28 June 1997. The Assembly elaborated further on the role of UNEP in its resolution 53/242 of 28 July 1999. The Governing Council, in its decision SS.VII/1 of 15 February 2002 on international environmental governance, reiterated the need for a strengthened UNEP with a stronger science base and, among other things, called for increased capacity-building and technology support by UNEP to developing countries and countries with economies in transition, improved coordination of multilateral environmental agreements and enhanced United Nations system-wide coordination and cooperation. The Assembly, most recently in its resolution 62/195 of 19 December 2007, reaffirmed the role of UNEP as the principal body within the United Nations system in the field of environment, and recognized the need to accelerate implementation of the Bali Strategic Plan for Technology Support and Capacity-building, including through the provision of additional financial resources for that purpose.

11.3 The Governing Council in its decision 24/9 requested the preparation of a medium-term strategy for 2010-2013 with a clearly defined vision, objectives, priorities, impact measures and a robust mechanism for review by Governments. Guided by the scientific evidence, including findings in Global Environment Outlook (GEO) 4 and priorities emerging from global and regional forums, six cross-cutting thematic priorities were identified in formulating the UNEP medium-term strategy 2010-2013, in order to provide greater results orientation and strategic direction to the work of UNEP in the future. Following an extensive consultative process with the UNEP Committee of Permanent Representatives, the UNEP Governing Council/Global Ministerial Environment Forum, at its tenth special session in February 2008, adopted decision SS.X/3, in which it welcomed the medium-term strategy 2010-2013 and authorized the Executive Director to use it in formulating the UNEP biennial programme plan. The biennial programme plan 2010-2011 is therefore consistent with the UNEP medium-term strategy 2010-2013, along the same six thematic cross-cutting priorities, which will constitute the six subprogrammes proposed.

11.4 In line with lessons learned, the programme will continue to be implemented during the biennium 2010-2011 through the existing UNEP divisions, which will provide cohesion and mutual support to cross-cutting professional practices, such as those in the areas of science, law, economics and communication. As there are many interlinkages and positive synergies between the six thematic cross-cutting priorities, a matrix approach has been adopted, and achieving co-benefits will be pursued where appropriate. The approach is foreseen to strengthen results-based management and increase management accountability for programme delivery and resource utilization, while at the same time ensuring that relevant sector expertise benefits all subprogrammes.

11.5 The broader international policy environment is of significant relevance to the work of UNEP. In that regard, the Johannesburg Plan of Implementation, other outcomes of the World Summit on Sustainable Development and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States provide a clear direction for the programme.

11.6 The world faces unprecedented environmental change, which presents both challenges and opportunities. Mounting scientific evidence shows that ecosystems are under unprecedented pressure and that prospects for sustainable development are consequently under serious threat. While those challenges may seem insurmountable, they also create opportunities for local communities, business and international corporations to innovate. To secure the environmental conditions for prosperity, stability and equity, responses that are timely and proportionate with the scale of the environmental challenges will be required. In creating such responses, Governments, the international community, the private sector, civil society and the general public all have an important role to play. As the environmental programme of the United Nations, UNEP will strive to fulfil its role in articulating, facilitating and supporting appropriate responses to those environmental challenges and opportunities.

11.7 Within the framework of the medium-term strategy 2010-2013, UNEP will focus its efforts during the biennium 2010-2011 on six cross-cutting thematic priorities, namely climate change, disasters and conflicts, ecosystem management, environmental governance, harmful substances and hazardous waste, and resource efficiency and sustainable consumption and production as defined below in paragraphs 11.9 to 11.14.

11.8 Consistent with its mandate and its comparative advantage, UNEP will exercise its distinctive role in environmental leadership within the preceding cross-cutting thematic priority areas by catalysing and promoting international cooperation and action; providing early warning and policy advice based on sound science; facilitating the development, implementation and evolution of norms and standards and developing coherent interlinkages among international environmental conventions; and delivering technology support and capacity-building services in line with country priorities. Paragraphs 11.15 to 11.17 below further elaborate key elements of the UNEP strategy in implementing the programme.

11.9 *Climate change*. Within the framework of the United Nations approach for addressing climate change, UNEP will complement other processes and the work of other institutions, including the United Nations Framework Convention on Climate Change and its Kyoto Protocol, in creating enabling environments at the national level for responding to climate change, including through the promotion of national legislative, economic and institutional frameworks. In doing so, UNEP will emphasize the synergies between development and climate policies as well as the co-benefits of climate change actions and their contribution to environmental sustainability. UNEP will assist countries in adapting to the impacts of climate change by reducing vulnerabilities and building resilience in sectors of national priority. It will also contribute to mitigating climate change by supporting a transition towards cleaner and renewable sources of energy and energy efficiency, and by addressing deforestation and land degradation.

11.10 *Disasters and conflicts*. UNEP will build national capacities to minimize threats to human well-being from the environmental causes and consequences of existing and potential natural and man-made disasters, and will raise awareness of conflict-related environmental risks within the context of General Assembly resolution 58/209, by operational pillars, namely, vulnerabilities and risk reduction, emergency response and recovery, and mainstreaming environment. Within those pillars, UNEP will emphasize the importance of addressing environmental risks and vulnerabilities as a prerequisite to sustainable development and will seek to integrate environmental management needs within recovery plans of the relevant United Nations actors.

11.11 *Ecosystem management*. UNEP will facilitate a cross-sectoral, integrated approach to ecosystem management to reverse the decline in ecosystem services and improve ecosystem resilience with respect to such external impacts as habitat degradation, invasive species, climate change, pollution and overexploitation. UNEP will continue to catalyse integrated approaches for the assessment and management of freshwater, terrestrial, and coastal and marine systems. In facilitating a more integrated approach, UNEP will draw upon its knowledge base and on integrated environmental assessments for more effective management of natural systems at multiple scales and across sectors through technical and institutional capacity-building. UNEP will promote adaptive management, participatory decision-making and sustainable financing through payments or investments for ecosystem services to address the drivers of ecosystem change that reverse degradation and increase ecosystem resilience.

11.12 *Environmental governance*. The work of UNEP in this area will be guided in particular by Governing Council decision SS.VII/1 on international environmental governance. At the global level, the UNEP secretariat will support the Governing Council/Global Ministerial Environment Forum in exercising its central role in international decision-making processes for environmental governance and in setting the global environmental agenda. UNEP will continue to support United Nations system-wide coherence and cooperation in the field of the environment, including through policy inputs on environmental governance in the United Nations System Chief Executives Board for Coordination and other inter-agency forums and through the full use of the Environmental Management Group. UNEP will cooperate with multilateral environmental agreements, and support collaboration between them to facilitate their effective implementation, and will partner with the governing bodies and secretariats of other intergovernmental processes to enhance mutually supportive regimes between the environment and other related fields. UNEP will continue to promote international cooperation and action based on sound science and to support science-based policymaking; catalyse international efforts to pursue the implementation of internationally agreed objectives by providing support to Governments for strengthening policies, laws and institutions; support regional and subregional ministerial and other intergovernmental processes in the field of the environment; and strengthen support for the engagement of non-governmental stakeholders and civil society in environmental governance at all levels. At the national level, UNEP will support Governments in establishing, implementing and strengthening the relevant processes, institutions, laws, policies and programmes to enhance environmental governance for achieving sustainable development, including through mainstreaming of the environment into other sectoral policies and making full use of the United Nations Development Group platform.

11.13 *Harmful substances and hazardous waste*. As part of wider United Nations efforts to lessen the environmental and health impacts of harmful substances and hazardous waste, UNEP will focus its efforts on enhancing strategic alliances with all stakeholders to promote chemical safety within a coherent life cycle approach and in accordance with the objectives of the Strategic Approach to International Chemicals Management adopted in Dubai in February 2006, including through supporting the development and evolution of internationally agreed chemical management regimes. UNEP will service the Strategic Approach to International Chemicals Management process and implement its environmental component and will assist countries in increasing their capacities for sound management of chemicals and hazardous waste. It will also support initiatives related to the management of specific chemicals of global concern such as mercury, ozone depleting and other substances covered by multilateral environmental agreements, and will address emerging issues related to chemicals and hazardous waste. UNEP will continue to participate in initiatives such as the Partnership for Clean Fuels and Vehicles aimed at reducing the emissions of harmful substances.

11.14 *Resource efficiency and sustainable consumption and production*. UNEP will promote reforms in Government policies, changes in private sector management practices and decisions, and increased consumer awareness as means to reduce the impact of economic growth and development on resource depletion and environmental degradation. UNEP will strengthen the scientific base for public and private decision-making and will advise Governments and the private sector on policies and actions to increase resource efficiency and reduce pollution based on a product life cycle approach. It will promote the application of environmentally sound technologies, integrated waste management and public-private partnerships to create more sustainable product life cycles and supply chains. In addition, UNEP will increase consumer awareness of sustainable consumption and production to influence their choices of goods and services. UNEP will support the 10-year framework of programmes on sustainable production and consumption under the Marrakesh Process and will work with its network of partners to monitor progress and to implement collaborative initiatives on resource efficiency and sustainable production and consumption.

11.15 The strategy in implementing the programme will be consistent with the UNEP mandate and comparative advantage. Scientifically credible environmental monitoring and assessments will continue to provide the foundation upon which UNEP will deliver on the cross-cutting thematic priorities. That approach will promote the role of science in priority setting and informed decision-making. UNEP will inspire and promote environmental action and innovation between Governments, United Nations partner agencies, the private sector and civil society, including scientific communities and marginalized groups. It will facilitate international cooperation and the provision of broad policy guidance in the field of the environment including through the Governing Council/Global Ministerial Environment Forum process at the global level and by supporting the regional and subregional ministerial and other intergovernmental processes.

11.16 Furthermore, UNEP will continue to strengthen the role of the national environmental authorities in development and economic planning processes and will facilitate the integration of environmental considerations in national sectoral policies, planning processes and development programmes. It will catalyse multi-stakeholder processes to bring Governments, business and civil society together to develop and improve the implementation of legislative and voluntary measures and economic incentives relevant to the environment and corporate practices. UNEP will work to enhance access by developing countries and countries with economies in transition to equitable and sustainable financing for environmental action from both public and private sources, including market-based mechanisms.

11.17 The biennium will see an increased impetus to deliver on the Bali Strategic Plan. Capacity-building and technology support will run through the implementation of all cross-cutting thematic priority areas and will thus constitute an integral part of all subprogrammes. The delivery of the Bali Strategic Plan at the national and regional levels will be coordinated through UNEP regional offices, and UNEP will build strategic alliances with partners from within the United Nations family and increasingly from civil society and the private sector to extend its reach at national and regional level and to catalyse action. Furthermore, UNEP will strongly promote and facilitate South-South cooperation as one of the key mechanisms for implementing the Bali Strategic Plan.

11.18 The programme will be implemented through the UNEP institutional structure, consisting of the six existing divisions and a network of six regional offices, by drawing on their areas of specialization, strategic presence and capacity to deliver at the regional level. The Division of Technology, Industry and Economics is leading subprogramme 1, subprogramme 5 and subprogramme 6. The Division of Environmental Policy Implementation is leading subprogrammes 2 and 3. The Division of Environmental Law and Conventions is leading subprogramme 4. The Division of Early Warning and Assessment is responsible for the provision of a sound science base across all subprogrammes and provides the Chief Scientist function. The Division of Regional Coordination is responsible for coordinated implementation at the regional and country levels across all subprogrammes. The Division of Communications and Public Information is responsible for outreach and the production of publications for all subprogrammes.

11.19 UNEP will pursue the enhanced delivery of the programme through a number of processes and partnerships. It will work with a full range of stakeholders and partners, including civil society, private sector and bilateral aid agencies, building on their respective resources, expertise and comparative advantages. UNEP will participate in the common country programming and implementation processes as appropriate and work with and through the resident coordinator system, United Nations country teams and relevant inter-agency groups. It will pursue closer cooperation between UNEP regional offices, country offices of the United Nations Development Programme (UNDP) and other centres. UNEP will seek to strengthen its involvement in the United Nations Development Group and endeavour to strengthen the environmental sustainability component of the United Nations Development Assistance Framework process. UNEP will closely follow and incorporate the outcomes of United Nations reform processes as they unfold.

11.20 UNEP will continue to integrate gender equality and equity into all its policies, programmes and projects with special attention given to the role of women in environmental policymaking, environmental management and early warning and disaster management. The UNEP commitment to mainstream gender equality and equity in its programmes will be extended to its work with partners and other agencies, funds and programmes of the United Nations system.

11.21 As an implementing agency of the Global Environment Facility, UNEP will continue to provide assistance to eligible countries to develop and implement projects in the six focal areas of the Facility, in accordance with the guidance from the governing bodies of the multilateral environmental agreements for which the Global Environment Facility serves as a funding mechanism. UNEP will primarily focus on the areas of its comparative advantage, and special attention will be given to the needs of African countries, least developed countries and small island developing States. UNEP will continue to provide scientific and technical advice to the Facility on its policies and programmes and will continue servicing the Scientific and Technical Advisory Panel of the Global Environment Facility. The Division of Global Environment Facility Coordination will embark on joint programming with the other UNEP divisions to complement the UNEP programme of work.

Subprogramme 1
Climate change

Objective of the Organization: to strengthen the ability of countries, in particular developing countries, to integrate climate change responses into national development processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Adaptation, planning, financing and cost-effective preventative actions are increasingly incorporated into national development processes that are supported by scientific information, integrated climate impact assessments and local climate data	(a) Increased number of national planning documents incorporating results of climate change vulnerability assessments and adaptation considerations
(b) Countries make sound policy, technology, and investment choices that lead to a reduction in greenhouse gas emissions and potential co benefits, with a focus on clean and renewable energy sources, energy efficiency and energy conservation	(b) Increased number of countries implementing energy plans with explicit renewable energy or energy efficiency components
(c) Improved technologies are deployed and obsolescent technologies phased out, financed through private and public sources including the clean development mechanism and joint implementation mechanism	(c) Increased investment in clean energy projects, including as a share of total investment in the energy sector as a result of UNEP intervention
(d) Increased carbon sequestration occurs through improved land use, reduced deforestation and reduced land degradation	(d) Increased investment towards reduction in greenhouse gas emission by land use, land-use change and forestry, as a result of UNEP intervention
(e) Country policymakers and negotiators, civil society and the private sector have access to relevant climate change science and information for decision-making	(e) Increased number of visits to and downloads from UNEP web pages for information provided on its work in the area of climate change

Strategy

11.22 Responsibility for the implementation of the subprogramme on climate change rests with the Division of Technology, Industry and Economics. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme will be executed in close collaboration with other UNEP divisions. The strategy, which is complementary to the processes and work of other institutions, including the United Nations Framework Convention on Climate Change and its Kyoto Protocol, will be as follows:

(a) To facilitate the transition of countries, in particular developing countries, to low carbon societies by building partnerships and engaging the private sector to improve energy efficiency, accelerating the development of markets for renewable energy technologies and promoting the financing of clean energy technologies and equitable access to cleaner energy. In addition, UNEP will provide support to United Nations entities with a view to making the United Nations system climate neutral;

(b) To help countries, in particular developing countries, to reduce vulnerability and build resilience to the impacts of climate change by building and strengthening national institutional capacities for vulnerability assessment and adaptation planning and by supporting national efforts to integrate climate change adaptation measures into ecosystem management practices;

(c) To improve the understanding of climate change science and its use in sound policymaking by disseminating the results of Intergovernmental Panel on Climate Change assessments and special reports and other scientific information targeted to specific audiences; improving the understanding of greenhouse gas emissions from deforestation and forest degradation; and providing scientific, legal and institutional support to developing country institutions and officials who participate in climate change negotiations;

(d) To improve the general understanding of climate change by communicating key messages regarding climate change in clear and understandable ways to different non-specialist audiences, including those aimed at influencing consumer choices.

Subprogramme 2
Disasters and conflicts

Objective of the Organization: to minimize environmental threats to human well-being from the environmental causes and consequences of existing and potential natural and man-made disasters

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of Member States in environmental management in order to contribute to natural and man-made disaster risk reduction	(a) Increased investment in combined disaster risk reduction and natural resource management schemes in countries targeted for UNEP assistance
(b) Rapid and reliable environmental assessment following conflicts and disasters, as requested	(b) Increased percentage of identified acute environmental risks which are mitigated in the post-conflict and post-disaster relief period

(c) The post-crisis assessment and recovery process contributes to improved environmental management and the sustainable use of natural resources	(c) (i) Increased percentage of inter-agency post-crisis needs assessments and early recovery plans that identify, prioritize and cost environmental damage and needs (ii) Increased percentage of the total long-term relief and crisis recovery funding focused on environment and natural resource management and associated livelihood projects

Strategy

11.23 Responsibility for the implementation of the subprogramme on disaster and conflict rests with the Division of Environmental Policy Implementation. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme will be executed in close collaboration with other UNEP divisions. The strategy, which will also be implemented in partnership with the specialized agencies, funds and programmes of the United Nations system departments, relevant inter-agency planning processes and other regional partners, will be as follows:

(a) Within the existing mandates, to assist vulnerable or crisis-affected countries and communities by providing environmental expertise, with particular attention paid to vulnerable groups (such as women and children) and highly vulnerable ecosystems such as drylands, and lands contaminated by radiation in vulnerabilities and risk reduction services as well as emergency response and recovery operations at the subregional, national and subnational levels, including through the following:

(i) Policy guidance and assistance in developing and implementing legislative and institutional frameworks for improved environmental management at the national and subregional levels, contributing to risk reduction;

(ii) Assistance in addressing environmental risks in disaster or post-conflict response operations and the provision of early warning in minimizing the adverse effects on human life and the environment, and integration of environmental considerations in recovery programmes to minimize the negative impact on the degraded environment;

(b) Upon request by Member States, to provide early warning on environmental risk and data and expertise on sustainable management of transboundary and shared natural resources related to relevant initiatives led by the United Nations;

(c) To contribute to global policy by mainstreaming environmental lessons learned and best practice into the relevant conflict and disaster policy and planning processes at the global level.

Subprogramme 3
Ecosystem management

Objective of the Organization: to ensure countries utilize the ecosystem approach to enhance human well-being

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of countries and regions to increasingly integrate an ecosystem management approach into development and planning processes	(a) Increased number of national development planning processes that recognize and consider ecosystem services as a component for development
(b) Countries and regions have capacity to utilize ecosystem management tools	(b) Increased number of countries able to identify changes in ecosystem services through integrated assessment
(c) Strengthened capacity of countries and regions to realign their environmental programmes and financing to address degradation of selected priority ecosystem services	(c) Increased national budgetary allocations to address priority ecosystem services in medium-term budgetary frameworks

Strategy

11.24 Responsibility for the implementation of the subprogramme on ecosystem management rests with the Division of Environmental Policy Implementation. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role ensuring that the work programme will be executed in close collaboration with other UNEP divisions. The strategy, in partnership with relevant United Nations entities, other international organizations, the scientific community and data providers, the private sector, civil society and other stakeholders, will be as follows:

(a) To influence planning and assistance frameworks at the regional and national levels towards a cross-sectoral, integrated approach to ecosystem management while promoting awareness of the interlinkages between humans and their impacts on ecosystems as well as the benefits people derive from them, such as ecosystem services, and to facilitate institutional, policy, economic and governance shifts to a cross-sectoral, integrated approach to ecosystem management, including aspects of poverty and health, with particular attention given to vulnerable and disadvantaged communities. In doing so, the subprogramme will promote subregional ecosystem assessments, cross-sectoral policy integration, participatory decision-making, technological innovations, economic processes and environment and development linkages;

(b) To build capacities of regional, subregional, national and local entities to assess and minimize impacts on ecosystems to reverse their decline and build resilience to maximize the delivery of ecosystem services. The subprogramme will catalyse integrated approaches for assessment and management of freshwater, terrestrial, and coastal and marine systems, utilizing adaptive management and sustainable financing mechanisms. That will be accomplished through building upon successful existing UNEP ecosystem programmes, inter alia, the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities and the freshwater programme based on integrated water resources management; and through other initiatives, inter alia, support to the Convention on Biological Diversity, the Global environmental outlook process, the Poverty and Environment Initiative, the economics of ecosystem services and the follow-up strategy for the Millennium Ecosystem Assessment. UNEP will draw upon its knowledge of integrated environmental assessments for more effective management of natural systems at multiple scales and across sectors. Where gaps exist, UNEP will develop and disseminate new and innovative management tools based on sound science and a comprehensive knowledge base.

Subprogramme 4
Environmental governance

Objective of the Organization: to ensure environmental governance at the country, regional and global levels is strengthened to address agreed environmental priorities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The United Nations system, respecting the mandate of each entity, progressively realizes synergies and demonstrates increasing coherence in international decision-making processes related to the environment, including those under multilateral environmental agreements	(a) (i) Increased number of common environmental policy issues agreed upon and decided by the UNEP Governing Council/Global Ministerial Environment Forum, the governing bodies of other United Nations entities, the conferences of parties to multilateral environmental agreements, and their secretariats (ii) Increased number of inter-agency partnerships and joint initiatives in the field of environment (iii) Increased number of environmental issues addressed under the Environment Management Group, Chief Executives Board and United Nations Development Group (iv) Increased number of coordinated activities between the secretariats of multilateral environmental agreements and UNEP, under the umbrella of UNEP

(b) Enhanced capacity of States to implement their environmental obligations and achieve their environmental priority goals, targets and objectives through strengthened laws and institutions	(b)	(i) Increased number of States undertaking initiatives to strengthen laws and institutions for the implementation of priority environmental goals and targets as agreed at the relevant United Nations summits and conferences and the conferences of parties of multilateral environmental agreements
		(ii) Increased number of international organizations that consider the policy guidance of UNEP in the area of environment, including the principles of the Bali Strategic Plan for Technology Support and Capacity-building
(c) National development processes and United Nations common country programming processes increasingly mainstream environmental sustainability in their implementation	(c)	(i) Increased number of national development policies and other national policy instruments containing policy elements to address the environmental dimension of sustainable development
		(ii) Increased reference to all UNEP-supported national and subnational environmental assessments in appropriate development plans including United Nations common country assessment plans and United Nations Development Assistance Frameworks
		(iii) Increased percentage of United Nations development assistance frameworks in countries where UNEP has intervened incorporating environment as a key component
		(iv) Increased number of mechanisms to address competing interests over shared natural resources and transboundary environmental issues in countries targeted by UNEP
(d) Improved access by national and international stakeholders to sound science and policy advice for decision-making	(d)	(i) Every UNEP-led or UNEP-supported environmental assessment has undergone a multi-stakeholder peer review and contains a summary for policymakers
		(ii) Increased number of visits to and downloads from UNEP-led or UNEP-supported environmental assessment reports on the UNEP website

Strategy

11.25 Responsibility for the implementation of the subprogramme on environmental governance rests with the Division of Environmental Law and Conventions. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme will be executed in close collaboration with other UNEP divisions. The strategy, which is guided by Governing Council decision SS.VII/1 on international environmental governance, will be as follows:

(a) To support coherent international decision-making processes for environmental governance, the subprogramme will assist the Governing Council/Global Ministerial Environment Forum to promote international cooperation in the field of environment and set the global environmental agenda. It will keep the state of the environment under review on a regular basis through authoritative assessment processes and identify emerging issues in order to support sound science-based decision-making at the national and international levels. Cooperation with multilateral environmental agreements and support of collaboration among them for their effective implementation, respecting the mandate of each entity, as well as partnering with the governing bodies and secretariats of other intergovernmental processes to enhance mutually supportive regimes between the environment and other related fields, will be carried out. At the inter-agency level, the subprogramme will provide support and policy inputs on environmental governance in the Chief Executives Board for Coordination and other inter-agency forums; and will make use of the Environment Management Group to promote joint action by all agencies and multilateral environmental agreement secretariats;

(b) To catalyse international efforts to pursue the implementation of internationally agreed objectives, the subprogramme will support the efforts for further development and implementation of international environmental law, norms and standards, in particular those addressing the goals, targets and commitments identified in the outcomes of United Nations summits and conferences, especially through the implementation of the Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme);

(c) To support regional, subregional and national environmental governance processes and institutions, the subprogramme will support regional ministerial and other intergovernmental forums related to the environment and assist in the implementation of their programmes of action. It will support the efforts of Governments to further develop and strengthen their national, subregional and regional policies, laws and institutions underpinning environmental governance, and infrastructures for environmental management. It will also support the efforts of Governments to develop and strengthen their capacity for environmental data and knowledge management and assessment at the national, subregional and regional levels in order to provide a sound basis for environmental governance. Furthermore, the subprogramme will strengthen its support for the engagement of non-governmental stakeholders and civil society in environmental governance at all levels;

(d) To promote and support the environmental basis for sustainable development at the national level, the subprogramme will support Governments in mainstreaming environment into their development policy processes, including through the UNEP-UNDP Poverty and Environment Initiative; and will assist Governments to ensure that environmental considerations are incorporated in their national development plans, including by making full use of the United Nations Development Group platform. It will improve its strategic presence in regions to support Governments and United Nations country teams in addressing environmental governance; and will strengthen its engagement with other specialized agencies, funds and programmes of the United Nations system, as well as departments and regional partners.

Subprogramme 5
Harmful substances and hazardous waste

Objective of the Organization: to minimize the impact of harmful substances and hazardous waste on the environment and human beings

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacities and financing of States and other stakeholders to assess, manage and reduce risks to human health and the environment posed by chemicals and hazardous waste	(a) (i) Increased number of countries and stakeholders demonstrating progress in implementing sound management of chemicals and hazardous waste, including having identified their needs in infrastructure strengthening (ii) Increased number of project proposals from countries and other stakeholders having successfully been submitted to Strategic Approach to International Chemicals Management Quick Start Programme for funding of enabling activities for its implementation (iii) Increased number of UNEP supported subregional, regional and global networks (involving Governments and other stakeholders) established in support of sound management of chemicals and hazardous waste (iv) Increased number of countries that have market-based incentives and trade policies promoting environmentally friendly approaches and products aiming at reduced releases and exposures to harmful chemicals and hazardous waste

(b) Coherent international policy and technical advice is provided to States and other stakeholders for managing harmful chemicals and hazardous waste in a more environmentally sound manner, including through better technology and best practices	(b) Increased number of Governments and other stakeholders applying UNEP guidelines and tools providing scientific and policy advice on assessment, management, replacement of hazardous chemicals and waste management
(c) Appropriate policy and control systems for harmful substances of global concern are developed and in place in line with States' international obligations	(c) (i) Increased number of chemicals of global concern being addressed at international level (ii) Increased number of countries with policies and control systems in place for implementing their international obligations with regard to harmful chemicals and waste (iii) Increased number of measures set in place to improve synergies between the multilateral environmental agreements relating to chemicals and waste

Strategy

11.26 Responsibility for the implementation of the subprogramme on harmful substances and hazardous waste rests with the Division of Technology, Industry and Economics. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme will be executed in close collaboration with other UNEP divisions. The strategy, within the wider United Nations efforts to lessen the environmental and health impacts of chemicals and hazardous waste, will be as follows:

(a) To help countries to increase their capacities for sound management of chemicals and hazardous waste within a life cycle approach. Subprogramme support will cover data collection, the assessment and management of chemicals, the implementation of scientifically designed hazardous waste management systems and the strengthening of chemical and hazardous waste legislation and regulatory frameworks. In collaboration with UNDP and other United Nations entities through relevant inter-agency processes, the subprogramme will promote the mainstreaming of chemical safety in development agendas and the active involvement of all relevant sectors to achieve coherent and effective regulatory, voluntary and market-based policies at the national level and, when relevant, at the subregional level. It will also promote and facilitate public access to information and knowledge on chemicals and hazardous waste, including impacts on human health and the environment;

(b) To advance the international agenda on chemicals through the implementation of the environmental component of the Strategic Approach to International Chemicals Management, the subprogramme will provide policy- and science-based advice and guidelines to Governments and other stakeholders on risk assessment and management; raise awareness of potential adverse effects of chemicals, including hazardous waste; and address emerging issues. It will also contribute to the development of methodologies and tools for monitoring and evaluating progress in sound management of chemicals and hazardous waste;

(c) To support the development and evolution of internationally agreed chemical management regimes. The subprogramme will assist countries, multilateral environmental agreement secretariats and other stakeholders in their efforts to address highly hazardous substances, including the implementation and enforcement of chemical and hazardous waste-related multilateral environmental agreements and other international initiatives (for example, the Global Programme of Action for the Protection of the Marine Environment from Land-based activities) related to chemicals of global concern such as mercury, persistent organic pollutants and ozone depleting substances, and in addressing emerging issues related to chemicals and hazardous waste. In line with UNEP Governing Council decision SS.X/1, the strengthening of cooperation and coordination between the Conventions of Bâle, Rotterdam and Stockholm could contribute positively to the implementation of the principles defended by those Conventions for the management of harmful substances and hazardous waste. UNEP will continue to sustain the synergies process initiated on the matter among those three Conventions.

Subprogramme 6
Resource efficiency and sustainable consumption and production

Objective of the Organization: to ensure natural resources are produced, processed and consumed in a more environmentally sustainable way

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Resource efficiency is increased and pollution is reduced over product life cycles and along supply chains	(a) Increased number of Governments and businesses adopting policies, economic instruments and actions for resource-efficient and sustainable products
(b) Increased investment in efficient, clean and safe industrial production methods through public policies and private sector action	(b) Increased number of Governments and businesses selecting environmentally sound technologies and more resource-efficient management practices, technologies and production methods, including for integrated waste management
(c) Consumer choice favours more resource efficient and environmentally friendly products	(c) Increased information and decision-making tools directing consumer choice to more sustainable products, based on sound science

Strategy

11.27 The responsibility for the implementation of the subprogramme on resource efficiency and sustainable consumption and production rests with the Division of Technology, Industry and Economics. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme will be executed in close collaboration with other UNEP divisions. The strategy, in partnership with Governments, other United Nations and development cooperation entities, the private sector, research bodies and civil society, will be as follows:

(a) To build capacities to promote the production of more environmentally sustainable products, the subprogramme will help Governments and the private sector to improve their capacities to design and implement policies, laws and management actions that promote the production of resource-efficient and sustainable goods and services. In doing so, the subprogramme will emphasize a product life cycle approach and promote public-private partnerships and market-based instruments to create more sustainable supply chains. The subprogramme will support the design of policy frameworks and economic instruments promoting resource efficiency and sustainable production and consumption, as stand-alone tools; in the context of national development policies and the implementation of multilateral environmental agreements; and for integrated waste management and the prevention of environmental risks and recovery from industrial accidents;

(b) To promote public and private investment in environmentally sound technologies and sustainable products, the subprogramme will advise and support Governments and businesses in the selection and application of safe and efficient production technologies, integrated waste management and purchase of more resource-efficient and sustainable products and practices. The subprogramme will disseminate research findings and implement demonstration projects to illustrate the benefits of efficient, clean and safe industrial production methods, in environmental, economic and social terms, to stimulate public and private policies and investment choices for wider application of those methods;

(c) To promote sustainable consumption patterns, the subprogramme will disseminate public communications materials and conduct educational and public awareness campaigns on the benefits of resource efficiency and sustainable production and consumption to influence the choices of consumers and better inform other market actors. It will also provide policy advice and support to public authorities to promote the purchase of sustainable products.

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
S-19/2	Programme for the Further Implementation of Agenda 21
47/190	Report of the United Nations Conference on Environment and Development
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
55/198	Enhancing complementarities among international instruments related to environment and sustainable development
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
60/1	2005 World Summit Outcome
60/47	Question of Antarctica
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
61/4	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
61/12	Cooperation between the United Nations and the Economic Cooperation Organization
61/205	Report of the Governing Council of the United Nations Environment Programme on its ninth special session
61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (subprogrammes 2 and 4)
62/9	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
62/100	Effects of atomic radiation

62/126	Policies and programmes involving youth: youth in the global economy — promoting youth participation in social and economic development
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/195	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session
62/201	Science and technology for development
62/203	Third United Nations Conference on the Least Developed Countries
62/206	Women in development
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
62/209	South-South cooperation
62/211	Towards global partnerships
62/217	International cooperation in the peaceful uses of outer space (subprogrammes 3 and 4)

Governing Council decisions

19/1	Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme
20/6	Policy and advisory services of the United Nations Environment Programme in key areas of institution-building
20/12	Implementation of the environmental dimension of sustainable development within the United Nations system
20/17	Views of the Governing Council on the report of the Secretary-General on environment and human settlements
20/27	Support to Africa

20/28	Promoting interlinkages among global environmental issues and human needs
20/33	Stable, adequate and predictable funding for the United Nations Environment Programme
20/39	Functioning of the regional offices and proposed measures for the strengthening of regionalization and decentralization
SS.VI/1	Malmö Ministerial Declaration
21/18	Implementation of the Malmö Ministerial Declaration
21/20	Governance of the United Nations Environment Programme and implementation of General Assembly resolution 53/242
21/24	Policy and advisory services in key areas of institution-building
SS.VII/5	Enhancing civil society engagement in the work of the United Nations Environment Programme
22/7	Engaging business and industry
22/9	Support to Africa
22/10	Poverty and the environment in Africa
22/11	Sustainable development of the Arctic
22/12	Brussels Declaration and the Programme of Action for Least Developed Countries for the Decade 2001-2010
22/14	Role of the United Nations Environment Programme in strengthening regional activities and cooperation in the Economic Cooperation Organization region
22/18	Civil society
	II: Long-term strategy on engagement and involvement of young people in environment issues
	III: Long-term strategy for sport and the environment
22/21	Regional implementation of the programme of work of the United Nations Environment Programme
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Intergovernmental strategic plan for technology support and capacity-building
	IV: Strengthening the financing of the United Nations Environment Programme
23/1	Implementation of decision SS.VII/1 on international environmental governance

	I: Bali Strategic Plan for Technology Support and Capacity-building
	IV: Strengthening the financing of the United Nations Environment Programme
23/10	Poverty and the environment
23/11	Gender equality in the field of the environment
24/1	Implementation of decision SS.VII/1 on international environmental governance
	II: Bali Strategic Plan for Technology Support and Capacity-building
	IV: Strengthening the financing of the United Nations Environment Programme
24/6	Small Island Developing States
24/8	Support to Africa in environmental management and protection
24/12	South-South cooperation in achieving sustainable development
SS.X/2	Sustainable development of the Arctic Region
SS.X/3	Medium-term Strategy for the period 2010-2013

Subprogramme 1
Climate change

General Assembly resolutions

61/199	International cooperation to reduce the impact of the El Niño phenomenon
62/86	Protection of global climate for present and future generations of mankind
62/197	Promotion of new and renewable sources of energy

Governing Council decisions

22/3	Climate and atmosphere
	I: Adaptation to climate change
	II: Intergovernmental Panel on Climate Change

Subprogramme 2
Disasters and conflicts

General Assembly resolutions

60/195	International Strategy for Disaster Reduction
61/200	Natural disasters and vulnerability
62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
62/92	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
62/94	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Governing Council decisions

22/1	Early warning, assessment and monitoring
	IV: Post-conflict environmental assessment
	V: Environmental situation in the Occupied Palestinian Territories
22/8	Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early warning systems in the aftermath of the Indian Ocean tsunami disaster

Subprogramme 3
Ecosystem management

General Assembly resolutions

58/217	International Decade for Action, "Water for Life", 2005-2015
59/230	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
62/177	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
62/196	Sustainable mountain development
62/215	Oceans and the law of the sea

Governing Council decisions

20/25	Freshwater
21/28	Further development and strengthening of regional seas programmes: promoting the conservation and sustainable use of the marine and coastal environment, building partnerships and establishing linkages with multilateral environmental agreements
21/29	Establishment of a regional seas programme for the Central-East Pacific region
22/1	Early warning, assessment and monitoring
	II: Global assessment of the state of the marine environment
	III: World Conservation Monitoring Centre
22/2	Water
	I: Water policy and strategy of the United Nations Environment Programme
	II: The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
	III: Regional seas programmes
	IV: Coral reefs
	V: Marine safety and protection of the marine environment from accidental pollution
22/5	Enhancing the role of the United Nations Environment Programme on forest-related issues
24/16	Updated water policy and strategy of the United Nations Environment Programme
	A: Freshwater
	B: Coasts, oceans and islands

Subprogramme 4
Environmental governance

General Assembly resolutions

59/237	United Nations Decade of Education for Sustainable Development

62/193	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
62/194	Convention on Biological Diversity

Governing Council decisions

20/18	Environmental conventions
21/1	Land degradation: support for the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
21/8	Biosafety
21/23	Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
21/27	Compliance with and enforcement of multilateral environmental agreements
SS.VII/1	International environmental governance
SS.VII/4	Compliance with and enforcement of Multilateral Environmental Agreements
22/1	Early-warning, assessment and monitoring
	IA: Strengthening the scientific base of the United Nations Environment Programme
	IB: Early warning and assessment process of the United Nations Environment Programme
22/17	Governance and law
	I: Follow-up to General Assembly resolution 57/251 on the report of the seventh special session of the United Nations Environment Programme Governing Council/Global Ministerial Environment Forum
	II: Implementation of the Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	I: Universal membership of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme

	II: Strengthening the scientific base of the United Nations Environment Programme
	V: Multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system and the Environmental Management Group
23/6	Keeping the world environmental situation under review
24/1	III: Strengthening the scientific base of the United Nations Environment Programme
	V: Issues related to multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system, including the Environment Management Group
24/2	World environmental situation
24/11	Intensified environmental education for achieving sustainable development
SS.X/5	Global Environment Outlook: environment for development

Subprogramme 5
Harmful substances and hazardous waste

Governing Council decisions

22/4	Chemicals
	I: Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
	II: Stockholm Convention on Persistent Organic Pollutants
23/9	Chemicals management
	I: Cooperation between the United Nations Environment Programme, relevant multilateral environmental agreements and other organizations
SS.IX/1	Strategic approach to international chemicals management
24/3	Chemicals management
	II: Strategic approach to International Chemicals Management
	III: Lead and cadmium
	IV: Mercury
24/4	Prevention of illegal international trade

24/5	Waste management
SS.X/1	Chemicals management, including mercury and waste management

Subprogramme 6
Resource efficiency and sustainable consumption and production

General Assembly resolutions

60/190	Global Code of Ethics for Tourism
62/184	International trade and development

Governing Council decisions

20/19	E: Changing production and consumption patterns
20/29	Policy and advisory services of the United Nations Environment Programme in key areas of economics, trade and financial services
21/14	Trade and environment
22/6	Promotion of sustainable consumption and production patterns

Programme 12

Human settlements

Overall orientation

12.1 The biennial programme plan is based on the medium-term strategic and institutional plan for the period 2008-2013, which was approved by the Governing Council of the United Nations Human Settlements Programme (UN-Habitat) at its twenty-first session through its resolution HSP/GC/21/2 of 20 April 2007. The plan sharpens UN-Habitat's programme focus, promotes alignment and coherence, and strengthens its catalytic role for the coordinated implementation of the Habitat Agenda and internationally agreed development goals relevant to human settlements.

12.2 Responsibility for human settlements is vested in UN-Habitat, which serves as the focal point for implementation of the programme within the United Nations system. The current mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, resulting from the United Nations Conference on Human Settlements (Habitat II), which comprise "adequate shelter for all" and "sustainable human settlements development in an urbanizing world". The mandate of the programme also derives from: resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, in which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements Programme. UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council and by a Committee of Permanent Representatives in Nairobi, which serves as a formal intersessional body. Important recent mandates derive from the Declaration on Cities and other Human Settlements in the New Millennium, which was adopted by the Assembly in its resolution S-25/2, other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, such as the target of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and the outcomes of the major United Nations conferences and international agreements since 1992, such as target 10 on water and sanitation of the Johannesburg Plan of Implementation. The aforementioned two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies regarding Agenda 21 (chaps. 7, 21 and 28) and relevant resolutions of the Governing Council of the United Nations Human Settlements Programme.

12.3 The world urban population is currently expanding at the rate of about 70 million people per year. About 95 per cent of all urban growth is taking place in developing countries, where 1 billion people live in overcrowded and life-threatening slums. The current rate of urban growth is almost equal to the rate of slum formation in some developing countries, particularly in sub-Saharan Africa and some parts of Asia. Slums are the most visible manifestation of urban poverty and the failure of sectorally focused policies and institutions in providing for the basic needs of people. In many cities, slums are no longer just marginalized neighbourhoods; they are the dominant and distinct type of human settlement characterizing many cities in the developing world. The main challenges are chaotic urban expansion, inadequate housing, lack of secure tenure, uncertain employment and lack of basic services, especially safe water and sanitation. Rapid urbanization in most developing countries is characterized by deterioration in shelter conditions for the urban poor, while conflicts and disasters compound the daunting task of creating sustainable human settlements.

12.4 Central to meeting the challenge of urban poverty is the replacement of policies that foster social and physical exclusion with policies that recognize and respect the rights of all, especially women, youth, people living in poverty and those belonging to vulnerable and disadvantaged groups, including disabled people, to an adequate standard of living for themselves and their families, including adequate food, clothing, housing, water and sanitation, and the continuous improvement of living conditions. In consultation and cooperation with Governments, UN-Habitat develops and strengthens mechanisms for monitoring the impact of human settlements policies and programmes on the lives and livelihoods of women, men, youth and children in cities, especially those in low-income areas and slums.

12.5 The vision of the medium-term strategic and institutional plan, on which the biennial programme plan is based, is to set "the necessary conditions for concerted international and national efforts to stabilize the growth of slums and to set the stage for the subsequent reduction in and reversal of the number of slum-dwellers". The plan identifies five substantive focus areas which comprise: effective advocacy, monitoring and partnerships; participatory urban planning, management and governance; pro-poor land and housing; environmentally sound basic infrastructure and affordable services; and strengthened human settlements finance systems. Excellence in management was identified as a sixth focus area that supports implementation of the five other focus areas. The five substantive focus areas form the basis of an enhanced normative and operational framework consisting of a strengthened partnership and networking strategy and an integrated programme of activities at the global, regional, national and local levels. The medium-term strategic and institutional plan will be implemented at the global and national levels, in line with the approved United Nations reforms, including support for enhanced harmonization, coherence and alignment of international development assistance. UN-Habitat will contribute to the improved coordination of activities through its strengthened participation in the United Nations country teams.

12.6 The activities of UN-Habitat for the period 2010-2011 are based on the implementation phases specified in the action plan of the medium-term strategic and institutional plan: kick-start phase (2008); rollout phase (2009-2010); and upscaling phase (2011-2013). During the year 2010, UN-Habitat will complete the rolling out of those activities of the medium-term strategic and institutional plan that were begun in 2009 and kick-started in 2008, while the upscaling of those activities will commence in 2011.

12.7 The UN-Habitat programme of work consists of four strongly interlinked subprogrammes, namely: shelter and sustainable human settlements development; monitoring the Habitat Agenda; regional and technical cooperation; and human settlements financing. The interlinkages are reflected in the close cooperation among the subprogrammes, with the global campaign on sustainable urbanization providing an entry point for all work programme activities. Enhanced collaboration among UN-Habitat units and sections will occur through an integrative and synergetic approach to better serve the Member States, particularly through the enhanced normative and operational framework concept. A strengthened programme review committee will also ensure the sharing of information among different subprogrammes, branches and sections in-house, as well as promote alignment and cohesion of the programmes.

12.8 While each subprogramme takes the lead in the implementation of specific focus areas, all are expected to contribute to the five focus areas. In keeping with resolution 19/2 adopted by the Governing Council in May 2003, the strategy of UN-Habitat in meeting its mandates rests upon four pillars that correspond to its four subprogrammes:

(a) Advocacy of agreed norms for improving the lives of poor people, particularly slum-dwellers, and building the capacity of central governments and local authorities, using as a primary vehicle the global campaign on sustainable urbanization (subprogramme 1: Shelter and sustainable human settlements development);

(b) Information generation and knowledge management for assessing progress made in implementing the Habitat Agenda and monitoring human settlements conditions and trends, with a particular focus on slum formation and the living conditions of slum-dwellers (subprogramme 2: Monitoring the Habitat Agenda);

(c) Operational activities focusing on technical assistance and capacity-building to test methods and concepts to be scaled up and transferred and to provide feedback to policymakers at all levels (subprogramme 3: Regional and technical cooperation);

(d) Facilitating pro-poor financing of housing and urban infrastructure and services that contribute to sustainable human settlements development and the improvement of living conditions of slum-dwellers (subprogramme 4: Human settlements financing).

12.9 UN-Habitat will continue to mainstream cross-cutting issues comprising the gender perspective, partnerships and youth, as well as promote the empowerment of women in human settlements activities. The Programme's efforts in promoting women's access to shelter were strengthened by the General Assembly in the 2005 World Summit Outcome (see resolution 60/1, para. 58) that guarantees women's free and equal rights to own and inherit property and ensures security of tenure of property and housing.

12.10 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries in need of effective post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations. Consultations have taken place among concerned entities of the Executive Committee of Economic and Social Affairs at the thematic cluster level. Those consultations are expected to lead to better coordination and more collaborative work among programmes in major common work areas of the United Nations Secretariat in the social and economic sectors. Outside the United Nations, UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the private sector and other Habitat Agenda partners. A significant mechanism for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners is the World Urban Forum, which is held every two years to address pressing human settlements issues. The fifth session of the World Urban Forum will take place in 2010.

Subprogramme 1
Shelter and sustainable human settlements development

Objective of the Organization: to improve the shelter conditions of the world's poor and to ensure sustainable human settlements development in an urbanizing world, through the promotion of participatory urban planning, management, governance, pro-poor land and housing

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve Millennium Declaration target 11 on slums	(a) (i) Increased number of national Governments and local authorities introducing, revising and implementing pro-poor, gender- and age-sensitive land management, slum upgrading and prevention policies and strategies in line with the Millennium Declaration target on slums
	(ii) Increased number of national Governments, partnerships and alliances promoting, adopting and implementing effective shelter strategies and improved regulatory frameworks and capacities that provide for the progressive realization of housing, land and property rights
	(iii) Increased number of Governments, partners and alliances taking measures to reduce arbitrary and unlawful forced evictions
(b) Improved capacity for participatory, accountable, pro-poor, gender and age-sensitive urban governance and planning	(b) (i) Increased number of national Governments having increased institutional capacity for introducing, revising and implementing policies, legislation and national action plans and strengthened arrangements for promoting good urban governance and ensuring fiscal and political decentralization

	(ii) Increased number of cities measuring the quality of urban sustainability and governance, applying and promoting urban planning and governance tools, and adopting strategies for pro-poor and gender-sensitive urban governance (iii) Increased number of Habitat Agenda partners adapting, applying and promoting urban planning and governance tools
(c) Improved partnerships and collaboration with local authorities and their association in the implementation of agreed programmes and activities	(c) Increased number of local authorities and partners engaging in joint activities towards the implementation of the Guidelines on Decentralization and related programmes
(d) Improved capacity at the national and local levels to address sustainable urban development, so that cities are safer, less vulnerable to disaster, better able to adapt to and mitigate the effects of climate change and manage post-disaster and post-conflict situations, and to promote the positive approach of foreseeable natural risk prevention	(d) (i) Increased number of Governments working with UN-Habitat to establish urban environmental management frameworks for sustainable development (ii) Increased number of cities and municipalities working with UN-Habitat to promote crime prevention and safer cities for sustainable urban development (iii) Increased number of Governments and cities whose capacities are improved in undertaking management of human settlements in crisis through project interventions for disaster risk reduction and for sustainable rehabilitation of human settlements
(e) Improved national training and capacity-building strategies and strengthened institutions in meeting present and emerging training and capacity-building needs in shelter and sustainable urban development	(e) (i) Increased number of Governments implementing capacity-building strategies to promote adequate shelter and sustainable urban development (ii) Increased number of national training and capacity-building institutions using UN-Habitat manuals and methods on adequate shelter and sustainable urban development (iii) Increased number of tertiary education institutions introducing and enhancing education on adequate shelter and sustainable urban development (iv) Increased number of students trained by graduate-level institutions

Strategy

12.11 The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. In line with the medium-term strategic and institutional plan, this subprogramme will take the lead on the implementation of focus area 2, promotion of participatory urban planning, management and governance, and focus area 3, promotion of pro-poor land and housing, and will also contribute to the other three areas, since they are all cross-cutting. The strategy for implementing the programme of work is as follows:

(a) The subprogramme will seek to mobilize all Habitat Agenda partners to enhance the global visibility and policy prominence of urban issues to achieve the goal not only of slum upgrading but also of slum prevention, in order to realize more sustainable urban development. The Global Campaign on Sustainable Urbanization, a major advocacy tool, will serve as an entry point to the implementation of the Habitat Agenda and link operational and normative activities at all levels through the development and implementation of an enhanced normative and operational framework as elaborated in the medium-term strategic institutional plan. Particular focus will be placed on new forms of urban planning, as integral parts of sustainable development and good urban governance, and as cost-effective ways to achieve slum prevention and upgrading, as emphasized in paragraph 56 (m) of General Assembly resolution 60/1, the 2005 World Summit Outcome;

(b) During the biennium, UN-Habitat will strengthen its strategic partnership with local authorities and their associations, in particular with United Cities and Local Governments, provide advisory services and carry out advocacy work. The New Partnership for Africa's Development cities programme and similar programmes from other regions will be further developed and promoted as a means of contributing towards the Millennium Development Goals;

(c) The global programmes, which include normative, capacity-building and knowledge-management activities on secure tenure, housing and property rights, land and property administration, urban environmental management, urban governance, including decentralization, disaster prevention and management and safer cities, will be carried out within the context of the campaign, in support of the enhanced normative and operational framework and the Habitat country programme documents, thereby assisting in translating normative work into operational realities at the national and community levels. A strengthened Programme Review Committee will ensure the alignment and cohesion of initiatives as well as feedback of lessons learned;

(d) The capacity at the national and local levels to promote sustainable urban development and to undertake effective planning, management and delivery of shelter, land, infrastructure and services will be supported by dedicated training and capacity-building strategies and programmes, including human resource development, organizational development and institutional strengthening components. As a response to the Decade of Education for Sustainable Development, the links with universities will be increased and Habitat Partner Universities named. A special feature of the strategy will be to focus on the role of women and youth, community-based organizations as active participants and beneficiaries in the efforts to improve shelter conditions, urban governance and access to basic services.

Subprogramme 2
Monitoring the Habitat Agenda

Objective of the Organization: to monitor and assess progress towards the attainment of the Habitat Agenda goals and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation, as well as to raise global awareness of human settlements issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved global monitoring and awareness among Governments, local authorities and other Habitat Agenda partners of human settlements conditions and trends, including sustainable urbanization, best practices, and progress made in implementing the Habitat Agenda and in achieving the relevant United Nations Millennium Development Goals and the Johannesburg Plan of Implementation	(a) (i) Increased number of references to the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database*, captured in government publications and other influential media
	(ii) Increased number of Governments in the medium-term strategic and institutional plan for 2008-2013 focus countries using policy recommendations contained in the *Global Report on Human Settlements* in decision-making
	(iii) Increased number of Habitat Agenda partners using the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database* in their education and training programmes
	(iv) Increased number of in-house and other best practices, documented, disseminated and analysed for policy implications and scaling up
	(v) Increased number of urban observatories that use urban information systems, such as Urban Info software and geographical information systems, for urban planning, management and policymaking
(b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of local economic development, employment generation and enhanced rural-urban economic linkages to poverty reduction and human settlements development	(b) (i) Increased number of requests from Governments and other Habitat Agenda partners for UN-Habitat policy guidelines on local economic development, employment generation, rural-urban linkages and poverty reduction

	(ii) Increased number of requests from Governments and other Habitat Agenda partners for information and policy advice on pertinent urban economic development issues, within the broader context of national development plans and poverty reduction strategies
	(iii) Increased number of downloads of UN-Habitat electronic publications on local economic development, employment generation, rural-urban linkages and poverty reduction
(c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the need to mainstream gender and youth concerns and partnerships, including incentives for public-private partnerships, in human settlements activities	(c) (i) Increased number of human settlements programmes of Habitat Agenda partners that mainstream gender and promote women's empowerment
	(ii) Increased number of human settlements programmes of Habitat Agenda partners that promote and mainstream youth-led development and mainstream strategic partnerships at global, national and local levels
	(iii) Increased number of public-private partnerships and community partnerships facilitated at global, national and local levels

Strategy

12.12 The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The core work of the subprogramme falls within focus area 1, effective advocacy, monitoring and partnerships, of the medium-term strategy and institutional plan. In terms of substantive content, however, the subprogramme's work is cross-cutting and contributes to all the other substantive focus areas of the Plan. The strategy consists of working in close collaboration with Habitat Agenda partners, including national and local urban observatories, to engage in a coordinated and systematic effort in:

(a) Collecting, collating, analysing, documenting and disseminating global and national data and evidence-based information on human settlements conditions and trends, including indicators, best practices, good policies and enabling legislation, for assessing progress towards achieving the goals of the Habitat Agenda as well as those of the Millennium Declaration as set forth in General Assembly resolution 55/2 and the Johannesburg Plan of Implementation, especially on slums, safe drinking water and sanitation, and use of such data and information for policy formulation;

(b) Identifying, developing, testing, disseminating, promoting and mainstreaming innovative policies and strategies within the substantive focus areas of the Plan, including urban planning and management, local economic development, urban-rural development linkages, urban poverty reduction and employment generation, gender and women's empowerment, and youth and strategic partnerships;

(c) Raising awareness on the role and capacity of public-private partnerships for upscaling pro-poor shelter and related infrastructure;

(d) Promoting the transfer and exchange of lessons learned from best practices on a North-South and South-South basis;

(e) Disseminating results and findings through various publications, including the two flagship reports: the *Global Report on Human Settlements* and the *State of the World's Cities*.

Subprogramme 3
Regional and technical cooperation

Objective of the Organization: to strengthen the formulation and implementation of urban and housing policies, strategies and programmes and to develop related capacities, primarily at the national and local levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters	(a) (i) Increased number of countries that strengthen their respective institutional capacities to develop strategies to reduce urban poverty
	(ii) Increased number of countries that strengthen their respective institutional capacities to respond to disasters and reduce vulnerability
	(iii) Increased number of countries adopting policies and strategies aimed at reducing urban poverty and disaster vulnerability
(b) Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends	(b) (i) Increased number of countries adopting improved urban policies, in line with the Global Campaign for Sustainable Urbanization
	(ii) Increased number of countries implementing policies and strategies on slum upgrading and slum prevention
	(iii) Increased number of partners participating in the monitoring of human settlements conditions through the

	documentation of best practices and preparation of national and regional state-of-the-cities reports
(c) Improved coherence and integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist	(c) (i) Increased number of United Nations development assistance frameworks that have integrated pro-poor and sustainable urbanization (ii) Number of comprehensive Habitat country programme documents developed and verified

Strategy

12.13 Responsibility for the subprogramme is vested in the Regional and Technical Cooperation Division. To achieve the objective, UN-Habitat combines normative and operational functions. The normative functions include setting standards, proposing norms and principles, and providing examples of best practices and good policies built on experience gained at the country level. In implementing the medium-term strategic and institutional plan, the Regional and Technical Cooperation Division will focus on all five substantive focus areas comprising: effective advocacy, monitoring and partnerships; promoting of participatory urban planning, management and governance; promoting pro-poor land and housing; environmentally sound basic urban infrastructure and services; and strengthened human settlements finance systems at the country and regional levels through the enhanced normative and operational framework. The strategy for implementing the objective will consist of the components outlined below:

(a) The operational activities providing technical assistance in policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-Habitat in developing countries and countries with economies in transition will be implemented in response to the identified national priorities and in line with the approved United Nations reforms;

(b) National Habitat Programme Managers will continue to support normative and operational activities and contribute to the monitoring and implementation of the Habitat Agenda and the relevant Millennium Declaration targets at the national and local levels. To strengthen country-level operations, UN-Habitat ensures that all Habitat Programme Managers have sound knowledge of sustainable urbanization issues and capacity to support Governments and other partners at the local level as members of United Nations country teams. In addition, Habitat Programme Managers will act as country-level catalysts for the implementation of the medium-term strategic and institutional plan. Major emphasis will be put on the exchange of policy experiences within regions and subregions and on regional monitoring;

(c) On the basis of a successful evaluation of the roll-out phase of the action plan of the medium-term strategic and institutional plan, and depending on the outcome of the Habitat country programme documents, engagement at country level may be extended through: maximum alignment of normative and operational activities within the context of the enhanced normative and operational framework; strengthened engagement with national Governments, United Nations country teams and the United Nations development assistance frameworks and poverty reduction strategy processes; and enhanced mobilization of resources and partners at the country level;

(d) Regional offices will coordinate activities carried out at the regional and country levels and contribute to the knowledge-management strategy in close collaboration with all four subprogrammes. They will backstop operational activities at the country level, continue to build capacity in disaster prevention and management, and ensure a rapid and effective response to post-conflict crises and disasters, as appropriate;

(e) Women, youth, older persons and persons with disabilities are expected to be active participants and beneficiaries of the programmes and projects implemented under the subprogramme.

Subprogramme 4
Human settlements financing

Objective of the Organization: to improve access to finance and institutional arrangements for housing and basic infrastructure and services, mainly water and sanitation, particularly for the urban poor, through innovative financing mechanisms and improved institutional capacity to leverage the contributions of communities, local authorities, the private sector, government and international financial institutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened human settlements finance systems including institutional arrangements for the United Nations Habitat and Human Settlements Foundation effectively to assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition	(a) (i) Increased number of countries making increased budgetary allocations for pro poor urban infrastructure, basic services and housing development, including transfers and other forms of support to local authorities and, in selected places, experimental reimbursable seeding operations and other innovative financial mechanisms
	(ii) Increased number of operational procedures and guidelines introduced to strengthen institutional arrangements for the Foundation for the innovative financial mechanisms and experimental activities
(b) Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure	(b) (i) Increased number of countries working with the Foundation to strengthen mechanisms for financing housing and related infrastructure

	(ii) Increased number of financial instruments and bankable projects designed, packaged and effectively applied (iii) Increased level of public investment, private capital and community savings mobilized for slum upgrading, including water and sanitation and slum prevention programmes, at the country level (iv) Increased number of countries that have promoted relevant policy and regulatory reforms and institutional arrangements that facilitate the mobilization of public investments, community savings and private capital for affordable housing and related infrastructure
(c) Expanded access to and sustained provision of adequate clean drinking water, improved sanitation and waste management, ecologically sound energy-saving transport and power supply technologies in urban and peri-urban areas, with due regard to small secondary towns	(c) (i) Increased number of countries and cities adopting improved infrastructure governance frameworks ensuring the involvement of local authorities, communities and vulnerable groups for implementing policies, strategies and programmes designed to increase provision and sustainable access to safe drinking water, basic sanitation, and related infrastructure (ii) Increased number of urban centres of all sizes in developing countries benefiting from national reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure (iii) Increased number of countries working with UN-Habitat to promote access to diverse and efficient energy services and to public and non-motorized transport (iv) Increased number of countries with water utilities that have extended their services to informal settlements with greater financing through benchmarking for enhanced credit rating

(d) Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the Organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance	(d) (i) Increased number of partnerships established to enhance investment allocations for improving human settlements (ii) Increased level of the loan and loan guarantee portfolio by international and regional financial institutions in affordable housing and infrastructure resulting from those partnerships

Strategy

12.14 The responsibility of this subprogramme is vested in the Human Settlements Financing Division, which serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. The approach is to leverage existing local and international investments in those sectors, together with existing community savings, to attract private sector capital at a far greater scale of investment. In the implementation of the Medium Term Strategic and Institutional Plan, the Human Settlements Financing Division will take the lead on focus area 4, environmentally sound basic urban infrastructure and services, and on focus area 5, strengthening human settlements finance systems, as the principal areas of work and relate them to all the other focus areas. The subprogramme strategy will comprise the following:

(a) Strengthening the catalytic and pre-investment role of UN-Habitat, as called for by the Medium Term Strategic and Institutional Plan, by working with a range of partners and new arrangements to devise and apply innovative financial mechanisms for mobilizing investments from international and domestic sources to improve the availability of affordable housing, adequate shelter and environmentally sound basic infrastructure and services in developing countries and in countries with economies in transition. Special focus will be placed on the needs of slum-dwellers and low-income groups;

(b) Continued implementation, monitoring and evaluation of the four-year experimental reimbursable seeding operations started in 2008 for pro-poor housing and related infrastructure, building on the instruments and networks of the Water and Sanitation Trust Fund and the Slum Upgrading Facility, and working with existing financial institutions, other United Nations bodies and other operators in identifying risks, preconditions, methodologies and tools for innovative financial arrangements;

(c) Providing technical assistance and targeted seed capital through the Slum Upgrading Facility of the Foundation to develop and support mechanisms for mobilizing domestic savings and capital;

(d) Providing support to the Water for African Cities Programme and Water for Asian Cities Programme through the Water and Sanitation Trust Fund, together with support to the replicable model-setting initiatives in the Lake Victoria and Mekong regions;

(e) Promoting pro-poor investment in water and sanitation through strategic partnerships among key stakeholders, including community organizations, women, youth and other vulnerable groups, municipalities, private sector utility operators, financial institutions, and central Governments;

(f) Promoting sustainable transport, especially non-motorized transport, such as bicycles, as a tool for poverty alleviation;

(g) Undertaking energy efficiency audits of water utility operations, as well as working with local electricity utility companies in slum electrification programmes;

(h) Working with the World Bank Group, regional development banks, and other development banks, the private sector, United Nations agencies and other relevant partners to link the normative and technical cooperation activities of UN-Habitat with the investment portfolios of financing institutions to leverage domestic capital for slum upgrading and other pro-poor human settlements development as a key element of the enhanced normative and operational framework.

Legislative mandates

General Assembly resolutions

S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/217	International Decade for Action, "Water for Life", 2005-2015
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome (subprogrammes 1, 2 and 3)

60/15	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations (subprogrammes 1 and 3)
60/125	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development (subprogrammes 2 and 4)
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/194	Follow-up to and implementation of the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (subprogrammes 1 and 3)
60/195	International Strategy for Disaster Reduction (subprogrammes 1 and 3)
60/196	Natural disasters and vulnerability (subprogrammes 1 and 3)
60/203	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
61/131	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
61/132	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
61/191	Follow-up to and implementation of the outcome of the International Conference on Financing for Development

61/195	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
61/196	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
61/198	International Strategy for Disaster Reduction
61/200	Natural disasters and vulnerability
61/206	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
61/211	Third United Nations Conference on the Least Developed Countries
61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
62/92	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/192	International Strategy for Disaster Reduction
62/198	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1	Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2003/62	Coordinated implementation of the Habitat Agenda

2005/48	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits
2006/247	Human settlements
2007/249	Human settlements
2007/250	Documents considered by the Economic and Social Council in connection with economic and environmental questions on human settlements

Governing Council resolutions

18/4	Implementation of General Assembly resolution 53/242 and cooperation between the United Nations Centre for Human Settlements (Habitat) and the United Nations Environment Programme (subprogrammes 1 to 3)
19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers
19/6	Water and sanitation in cities
19/16	Women's role and rights in human settlements development and slum upgrading
20/1	Youth and human settlements
20/7	Gender equality in human settlements development
20/10	World Urban Forum
20/19	Work programme and budget of the United Nations Human Settlement Programme for the 2006-2007 biennium
21/1	Proposed work programme and budget of the United Nations Human Settlements Programme for 2008-2009
21/2	Medium-term strategic and institutional plan for 2008-2013
21/9	Women's land and property rights and access to finance

Subprogramme 1
Shelter and sustainable human settlements development

Governing Council resolutions

16/7	The realization of the human right to adequate housing
17/10	Rural dimension of sustainable urban development
18/5	International cooperation and the review of mechanisms for monitoring the implementation of the Habitat Agenda
18/11	Intensifying dialogue on effective decentralization and strengthening of local authorities within the framework of the Habitat Agenda

19/3	Global campaigns on secure tenure and urban governance
19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/12	Decentralization and strengthening of local authorities
20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
20/20	Thirteenth session of the Commission on Sustainable Development
21/3	Guidelines on decentralization and strengthening of local authorities
21/5	Sustainable development of Arctic human settlements

Subprogramme 2
Monitoring the Habitat Agenda

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
55/194	Scope to be covered by the special session of the General Assembly on the overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
59/248	World survey on the role of women in development
60/2	Policies and programmes involving youth
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

2001/22	Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits: coordinated implementation of the Habitat Agenda
2006/247	Human settlements
2007/249	Human settlements
2007/250	Documents considered by the Economic and Social Council in connection with economic and environmental questions on human settlements

Governing Council resolutions

17/10	Rural dimension of sustainable urban development
18/10	The role of local authorities

19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
21/6	Urban youth development
21/9	Women's land and property rights and access to finance

Subprogramme 3
Regional and technical cooperation

General Assembly resolutions

59/243	Integration of the economies in transition into the world economy
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/128	Assistance to refugees, returnees and displaced persons in Africa

Governing Council resolutions

19/7	Regional and technical cooperation
19/15	Countries with economies in transition
19/18	Human settlements development in the occupied Palestinian territories
20/14	Special Human Settlements Programme for the Palestinian People
20/15	Habitat Programme Managers and regional offices
20/17	Post-conflict, natural and human-made disaster assessment and reconstruction

Subprogramme 4
Human settlements financing

General Assembly resolution

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/11	Strengthening the slum upgrading facility of the United Nations Habitat and Human Settlements Foundation
21/4	Guiding principles on access to basic services for all

21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure

Programme 13

International drug control, crime and terrorism prevention and criminal justice

Overall orientation

13.1 In the United Nations Millennium Declaration (General Assembly resolution 55/2), the General Assembly established the achievement of sustainable development as an aim of the Organization. Sustainable development has many dimensions. It requires that the resources of the planet be shared so as to promote human dignity. It also requires good stewardship of those resources so that future generations may inherit a better world. Moreover, it is important to free individuals from the burden of uncivil behaviour in order to safeguard their survival, dignity and livelihood, and to assist in regenerating community values in order to prevent crime. This aspect is at the core of the work of the United Nations Office on Drugs and Crime, which is mandated to assist Member States in their struggle against illicit drugs, crime and terrorism in all its forms and manifestations. In the Millennium Declaration, Member States also resolved to intensify efforts to fight transnational crime in all its dimensions, to redouble the efforts to implement the commitment to counter the world drug problem and to take concerted action against international terrorism in all its forms and manifestations.

13.2 Actions against the world drug problem, global criminal activity and terrorism in all its forms and manifestations are a common and shared responsibility that must be addressed in a multilateral setting and require an integrated and balanced approach.

13.3 The General Assembly, in the 2005 World Summit Outcome (General Assembly resolution 60/1), clearly recognized organized crime and terrorism in all its forms and manifestations among the major security concerns. Drugs, crime and terrorism in all its forms and manifestations interact profoundly with development, peace and security, and the rule of law. Achieving security and justice for all by making the world safer from drugs, crime and terrorism in all its forms and manifestations is at the core of the work of the United Nations Office on Drugs and Crime.

13.4 Since the adoption of the biennial programme plan for the biennium 2008 2009, the Economic and Social Council, in its resolutions 2007/12 and 2007/19, approved, on the recommendation of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, respectively, a four-year strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime. The strategy responds to the needs of its many stakeholders and grew out of extensive consultations with Member States, intergovernmental and non-governmental organizations and other stakeholders (E/CN.7/2007/14-E/CN.15/2007/5).

13.5 Although the strategy of the United Nations Office on Drugs and Crime builds on three themes, namely, rule of law, policy and trend analysis, and prevention, treatment, reintegration and alternative development, it provides for continuity with the previous biennial programme plan in that its operationalization focuses on:

(a) Normative services: facilitating the implementation of international legal instruments and their transformation into global norms, as well as facilitating the negotiation of international legal instruments;

(b) Research and analysis: increasing knowledge and understanding of drugs, crime and terrorism in all its forms and manifestations issues and expansion of the evidence base for policymaking and operational decisions;

(c) Technical assistance: providing expertise to Member States in preparation of their signing and ratifying international legal instruments and facilitating their implementation, and providing Member States with legislative assistance and facilitating national capacity-building, inter alia, in the area of multilateral standards and norms.

13.6 These services must be consistent with, and indeed contribute to, the wider efforts of the United Nations towards development, security and human rights.

13.7 In the Millennium Declaration, Member States also resolved that the new security threats must be addressed as a common and shared responsibility in a multilateral setting and require an integrated and balanced approach. The strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime sets a platform, direction and accountability framework for this approach. This has articulated clearly the strategic position of the Office within the general nexus of development, security and human rights. The strategic position is well exemplified by four development-related threats: illicit drugs; trafficking; corruption; and terrorism in all its forms and manifestations.

13.8 Development is a key to reducing crime as well as the world's supply of drugs. However, the rule of law, security and justice go hand in hand with development. A fair, accessible, accountable, effective and credible criminal justice system promotes long-term socio-economic and human development, and acts as a shield against the effects of crime, trafficking, corruption and instability. Development and rule of law promote licit use of resources rather than their criminal abuse: trafficking in human beings, drugs and firearms, and the smuggling of migrants.

13.9 Corruption undermines development and the rule of law. It can even pose a threat to security by facilitating all sorts of trafficking and smuggling, including facilitating terrorist acts. Anti-corruption strategies rest on a combination of public attitudes, preventive measures, effective control institutions, punishment of wrongdoers and recovery of stolen assets.

13.10 As one of the greatest international security threats, terrorism in all its forms and manifestations has many negative effects on development, security and justice, from crowding out investments to increasing feelings of insecurity and victimization among many innocent people. The rule of law is the basis for countering terrorism in all its forms and manifestations. There is thus a manifest need for comprehensive legislation in conformity with the universal anti-terrorist instruments, a strong criminal justice approach and effective international cooperation.

13.11 The policy directions of the United Nations Office on Drugs and Crime are grounded in (a) the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the universal legal instruments against terrorism in all its forms and manifestations, (b) the Millennium Declaration, (c) key resolutions of legislative organs, in particular General Assembly resolution 46/152, establishing the crime prevention and criminal justice programme, and resolutions 45/179 and 46/185 C on the drug control programme, (d) the twentieth special session of the General Assembly on countering the world drug problem,(e) the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century, adopted by the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (General Assembly resolution 55/59, annex), the related plans of action (General Assembly resolution 56/261, annex) and the Bangkok Declaration on Synergies and Responses: Strategic Alliances in Crime Prevention and Criminal Justice, adopted by the Eleventh United Nations Congress on Crime Prevention and Criminal Justice (General Assembly resolution 60/177, annex), (f) the recommendations resulting from the 2005 World Summit Outcome (General Assembly resolution 60/1), and (g) Economic and Social Council resolutions 2007/12 and 2007/19.

13.12 The three pillars of the work programme of the United Nations Office on Drugs and Crime, in accordance with the adopted strategy, are:

(a) *Rule of law*: to promote, at the request of Member States, effective responses to crime, drugs and terrorism in all its forms and manifestations by facilitating the implementation of relevant international legal instruments and effective, fair and humane criminal justice systems through the use and application of United Nations standards and norms in crime prevention and criminal justice;

(b) *Policy and trend analysis*: to enhance knowledge of thematic and cross-sectoral trends and use of forensic information for effective policy formulation, operational response and impact assessment in drugs and crime;

(c) *Prevention, treatment and reintegration*: to assist in reduction of opportunities and incentives for illicit activities and gains, and in reduction of drug abuse, HIV/AIDS (as related to injecting-drug abuse, prison settings and trafficking in human beings), criminal activity and victimization, with a special focus on women and children, as well as in dissemination of information and successful practices in those areas; to promote effective prevention campaigns, care and reintegration into society of drug users and offenders, and assistance to victims of crime; and to foster and strengthen international cooperation based on the shared responsibility principle in sustainable alternative development.

13.13 Globalization has positive effects on human development, but at the same time facilitates opportunities for transnational crime. Drug control, crime deterrence and the prevention of terrorism in all its forms and manifestations are essential for building safe, just, healthy and democratic societies which can cope more easily with security threats. Common and shared responsibility are required to provide for a comprehensive and efficient response to those threats. The United Nations Office on Drugs and Crime is a multilateral instrument to help pursue security and justice for all by making the world safer from crime, drugs and terrorism in all its forms and manifestations.

13.14 In pursuing its objectives, the United Nations Office on Drugs and Crime will make every effort to integrate the gender perspective, in particular in its projects in the areas of prevention, the provision of alternative livelihoods and human trafficking.

Subprogramme 1
Rule of law

Objective of the Organization: to promote effective responses to crime, drugs and terrorism in all its forms and manifestations by facilitating policymaking and the implementation of relevant international legal instruments and to promote effective, fair and humane criminal justice systems through the use and application of United Nations standards and norms in crime prevention and criminal justice

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Improved national capacity for the ratification of the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the relevant international conventions and protocols relating to terrorism in all its forms and manifestations, and for the enactment of domestic legislation in line with these instruments	(a) (i) Increased number of Member States ratifying the United Nations Convention against Transnational Organized Crime and the Protocols thereto, drawing on the assistance of the United Nations Office on Drugs and Crime
	(ii) Increased number of Member States ratifying the United Nations Convention against Corruption, drawing on the assistance of the United Nations Office on Drugs and Crime
	(iii) Increase in the total number of ratifications of the international conventions and protocols related to terrorism (since 2003) by countries which received counter-terrorism technical assistance from the United Nations Office on Drugs and Crime
	(iv) Increased number of Member States adopting national legislation for implementing the provisions of the legal instruments relating to drugs, crime and terrorism in all its forms and manifestations, drawing on the assistance of the United Nations Office on Drugs and Crime
(b) Improved capacity of national criminal justice systems to implement the provisions of the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the relevant international conventions and protocols relating to terrorism in all its forms and manifestations, including the provisions related to international cooperation in criminal matters	(b) (i) Increased number of criminal justice institutions that have received legal advisory services and other substantive input for the implementation of the drug and crime conventions
	(ii) Increased number of criminal justice officials trained/briefed by the United Nations Office on Drugs and Crime on the application of international drug control conventions, the United Nations Convention

	against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the relevant international conventions and protocols relating to terrorism in all its forms and manifestations, including the provisions related to international cooperation in criminal matters
	(iii) Increased number of Member States that have received training by the United Nations Office on Drugs and Crime on international cooperation in criminal matters
	(iv) Increased number of Member States that have received specialized briefing/training by the United Nations Office on Drugs and Crime of criminal justice officials on international cooperation in counter-terrorism, crime, drug trafficking, corruption and human trafficking
	(v) Increased number of United Nations Office on Drugs and Crime legal tools and good practices used by Member States to implement the crime conventions
(c) Enhanced capacity of Member States, in particular States in post-conflict or transitional stages, to develop and maintain accessible and accountable domestic criminal justice systems in accordance with the United Nations standards and norms in crime prevention and criminal justice	(c) Increased number of States, in particular States in post-conflict or transitional situations, in receipt of legal advisory services for the development of criminal justice systems
(d) Enhanced quality of services provided for decision-making and policy direction by the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto and the Conference of the States Parties to the Convention against Corruption as well as for the implementation of the work of the International Narcotics Control Board	(d) (i) Increased number of members of the extended bureaux of the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto and the Conference of the States Parties to the Convention against Corruption expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat
	(ii) Increased number of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat to the Board

Strategy

13.15 The substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. To a large extent, there is a correlation between it and theme 1 (Rule of law) of the United Nations Office on Drugs and Crime strategy for 2008 2011, to which the Division for Operations also contributes. The objective will be achieved by pursuing a multipronged strategy for an effective legal regime against crime, drugs and terrorism in all its forms and manifestations, consisting mainly of:

(a) Promoting the ratification and implementation of the international instruments on drugs, organized crime, corruption and terrorism in all its forms and manifestations, especially by providing policy advice at the global and national levels, legal advisory, legislative and related institutional capacity-building support services and training, and facilitating the transfer of related expertise;

(b) Strengthening the capacity of national criminal justice systems to apply counter-terrorism legislation in conformity with the rule of law in pursuance of the United Nations Global Counter-Terrorism Strategy and the relevant Security Council resolutions by providing sustained, long-term and in-depth assistance and by cooperating closely with the Counter-Terrorism Committee of the Security Council and its Executive Directorate as well as with the Counter-Terrorism Implementation Task Force and its participating entities;

(c) Promoting international cooperation among countries, especially in extradition, mutual legal assistance and asset recovery, with regard to drugs, crime, corruption and terrorism in all its forms and manifestations;

(d) Promoting the further development, as well as the use and application of United Nations standards and norms in crime prevention and criminal justice, with a view to facilitating policy elaboration and application, in particular by emphasizing a holistic approach to strengthening criminal justice systems;

(e) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions by the treaty-based organs and governing bodies, including promoting and implementing the outcome of the Twelfth United Nations Congress on Crime Prevention and Criminal Justice;

(f) Performing secretariat functions for the Conference of the States Parties to the Convention against Corruption and the Conference of Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto, and for the International Narcotics Control Board;

(g) Providing technical and substantive support to the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the International Narcotics Control Board, and the United Nations Congress on Crime Prevention and Criminal Justice, the Economic and Social Council and the General Assembly;

(h) Assisting the International Narcotics Control Board to monitor and foster compliance by Governments with the international drug control treaties;

(i) Facilitating coordination and collaboration with other relevant actors, especially the institutes comprising the United Nations crime prevention and criminal justice network and intergovernmental organizations at the international, regional and subregional levels, including for the elaboration of global, regional and subregional plans of action to fight human trafficking.

Subprogramme 2
Policy and trend analysis

Objective of the Organization: to enhance knowledge of thematic and cross-sectoral trends for effective policy formulation, operational response and impact assessment in order to increase support for the prevention and reduction of illicit drugs, crime and terrorism in all its forms and manifestations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced knowledge of trends, including emerging trends in drugs and specific crime issues, available to Member States and the international community	(a) (i) Increased volume/quantity of data usage by Member States through the central database on drugs and crime (ii) Increased number of publications downloaded from the website (iii) Increased number of scientific references to United Nations Office on Drugs and Crime research publications
(b) Improved scientific and forensic capacity of Member States to meet internationally accepted standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations and policy and decision-making	(b) (i) Increased percentage of institutions in receipt of United Nations Office on Drugs and Crime assistance reporting enhanced scientific and forensic capacity (ii) Increased number of laboratories participating actively in the international collaborative exercise (iii) Increased number of laboratories in receipt of United Nations Office on Drugs and Crime assistance reporting participation in, and/or use of forensic data for, inter-agency activities with law enforcement, regulatory, judicial and health authorities, and/or trend analyses
(c) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice	(c) (i) Increased number of stations that broadcast United Nations Office on Drugs and Crime-generated information on drugs, crime and terrorism in all its forms and manifestations (ii) Issues effectively projected outside the United Nations as evidenced by the number of press articles published covering the work of the United Nations Office on Drugs and Crime

Strategy

13.16 The substantive responsibility for subprogramme 2 is vested in the Division for Policy Analysis and Public Affairs. The objectives will be achieved by focused interventions in the following main substantive areas:

(a) Providing timely and accurate statistics and analyses of the world drug and crime problems, with particular attention to specific regional manifestations of crime;

(b) Expanding the evidence base for policymaking;

(c) Providing drug testing and forensic expert services;

(d) Evaluating projects, programmes and the impact of interventions;

(e) Developing strategic planning and analysis;

(f) Achieving a better balance between prevention and enforcement in programme planning and project development;

(g) Conducting policy dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources;

(h) Reaching out to civil society, non-governmental organizations and international media;

(i) Carrying out targeted advocacy and communications activities, with emphasis on the media and with particular attention to the needs of vulnerable children and youth;

(j) Coordinating with other United Nations agencies on issues related to drugs, crime and terrorism in all its forms and manifestations.

Subprogramme 3
Prevention, treatment and reintegration, and alternative development

Objective of the Organization: to sustainably reduce drug abuse, illicit drug production and drug trafficking, trafficking in human beings, money-laundering, corruption, terrorism in all its forms and manifestations and other forms of transnational crime, and to assist Member States, upon request, with the prevention and treatment of drug abuse and HIV/AIDS, as related to injecting drugs users, human trafficking and in prison settings, and with domestic criminal justice issues, including criminal justice reform

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of national criminal justice systems to implement the provisions of the conventions and protocols	(a) (i) Increased number of countries utilizing tools, manuals and training material for improving criminal justice procedures and practices, in particular in relation to vulnerable groups, such as women and children

	(ii) Increased number of countries with improved anti-corruption mechanisms in both the justice and public sectors
	(iii) Increased number of post-conflict and transitional countries utilizing tools, manuals and training material for improving criminal justice procedures and practices
(b) Improved capacity of Member States to prevent crime and to prevent and treat drug abuse as well as HIV/AIDS, as related to injecting drug users, human trafficking and prisons	(b) (i) Increased number of countries that have developed, adopted and implemented, with the assistance of the United Nations Office on Drugs and Crime, strategies and programmes for crime prevention
	(ii) Increased number of countries that have developed, adopted and implemented, with the assistance of the United Nations Office on Drugs and Crime, strategies and programmes on HIV/AIDS, as related to injecting drug users, human trafficking, and in prisons
	(iii) Increased number of countries, in receipt of United Nations Office on Drugs and Crime assistance, implementing sustainable alternative development programmes
	(iv) Increased number of countries, in receipt of United Nations Office on Drugs and Crime assistance, implementing evidence-based drug abuse prevention interventions
	(v) Increased number of countries, in receipt of United Nations Office on Drugs and Crime assistance, implementing evidence-based drug dependence, treatment and rehabilitation, including social reintegration approaches
(c) Improved capacity of Member States to combat transnational organized crime	(c) (i) Increased number of countries, in receipt of United Nations Office on Drugs and Crime assistance, regarding action-oriented programmes
	(ii) Increased number of countries, in receipt of United Nations Office on Drugs and Crime assistance, complying with international standards to combat money-laundering and financing of terrorism in all

	its forms and manifestations (iii) Increased number of countries, in receipt of United Nations Office on Drugs and Crime assistance, related to judiciary cooperation, in particular the recovery/return of assets from corruption (iv) Increased number of countries, in receipt of United Nations Office on Drugs and Crime assistance, adopting and implementing measures to protect victims and witnesses, and to insure the social rehabilitation of offenders (v) Enhanced capacities of transit countries in their fight against illicit drug trafficking
(d) Enhanced regional cooperation in dealing with problems of illicit drugs and crime	(d) Increased number of regional initiatives developed through cooperation agreements brokered and/or supported by the United Nations Office on Drugs and Crime
(e) Enhanced capacity of Member States to foster and strengthen international cooperation based on the principle of shared responsibility in sustainable alternative development, including, where appropriate, preventive alternative development	(e) (i) Increased number of Member States in receipt of United Nations Office on Drugs and Crime assistance to design and implement sustainable alternative development programmes, including, where appropriate, preventive alternative development programmes, within their broader development context, aimed at preventing, reducing and eliminating the illicit cultivation of the opium poppy, the coca bush and cannabis (ii) Increased awareness and mainstreaming of the issue of alternative development, including, where appropriate, preventive alternative development programmes, among international organizations, international financial institutions and development networks (iii) Increased number of partnerships between the United Nations Office on Drugs and Crime and relevant civil society entities and the private sector that promote the capacity of Member States for collaborative activities in alternative development, including, where appropriate, preventive alternative development

Strategy

13.17 The substantive responsibility for the subprogramme is vested in the Division for Operations. To a large extent, there is a correlation between it and theme 3 of the United Nations Office on Drugs and Crime Strategy for 2008-2011 and to theme 1, the substantive responsibility for which is vested primarily in the Division for Treaty Affairs. The strategy for achieving the objective will include:

(a) The provision of assistance to Member States, upon request, to enhance national justice systems through various forms of technical cooperation, including knowledge transfer and training, advisory services and equipment, focusing in particular on capacity-building in drug control and crime prevention, with special attention to the impact of drug and crime-related problems on the population;

(b) The development and dissemination of manuals, toolkits and training materials;

(c) The development of partnerships to optimize the scope of programmes, projects and initiatives.

Legislative mandates

Conventions

Single Convention on Narcotic Drugs of 1961, as amended by the 1972 Protocol

Convention on Offences and Certain Other Acts Committed on Board Aircraft (1963)

Convention for the Suppression of Unlawful Seizure of Aircraft (1970)

Convention on Psychotropic Substances of 1971

Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation (1971)

Convention on the Prevention and Punishment of Crimes against Internationally Protected Persons (1973)

International Convention against the Taking of Hostages (1979)

Convention on the Physical Protection of Nuclear Material (1980)

Protocol for the Suppression of Unlawful Acts of Violence at Airports Serving International Civil Aviation, supplementary to the Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation (1988)

Convention for the Suppression of Unlawful Acts against the Safety of Maritime Navigation (1988)

Protocol for the Suppression of Unlawful Acts against the Safety of Fixed Platforms Located on the Continental Shelf (1988)

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

Convention on the Marking of Plastic Explosives for the Purpose of Detection (1991)

International Convention for the Suppression of Terrorist Bombings (1997)

International Convention for the Suppression of the Financing of Terrorism (1999)

United Nations Convention against Transnational Organized Crime (2000, entry into force: 2003)

Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime (2000, entry into force: 2003)

Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime (2000, entry into force: 2004)

Protocol against illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime (2001, entry into force: 2005)

United Nations Convention against Corruption (2003, entry into force: 2005)

International Convention for the Suppression of Acts of Nuclear Terrorism (2005)

Amendment to the Convention on the Physical Protection of Nuclear Material (2005)

Protocol to the Convention for the Suppression of Unlawful Acts against the Safety of Maritime Navigation (2005)

Protocol to the Protocol for the Suppression of Unlawful Acts against the Safety of Fixed Platforms located on the Continental Shelf (2005)

General Assembly resolutions

46/152	Creation of an effective United Nations crime prevention and criminal justice programme
51/59	Action against corruption
51/60	United Nations Declaration on Crime and Public Security
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions
52/86	Crime prevention and criminal justice measures to eliminate violence against women
S-20/2	Political Declaration
S-20/3	Declaration on the Guiding Principles of Drug Demand Reduction
S-20/4	Measures to enhance international cooperation to counter the world drug problem
53/112	Mutual assistance and international cooperation in criminal matters
55/2	United Nations Millennium Declaration
55/25	United Nations Convention against Transnational Organized Crime

55/59	Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
55/255	Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, Supplementing the United Nations Convention against Transnational Organized Crime
S-26/2	Declaration of Commitment on HIV/AIDS
56/95	Follow-up to the outcome of the Millennium Summit
56/119	Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders
57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
57/174	International cooperation against the world drug problem
58/4	United Nations Convention against Corruption
58/135	International cooperation in the fight against transnational organized crime: assistance to States in capacity-building with a view to facilitating the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
58/136	Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the Centre for International Crime Prevention
58/137	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
58/140	Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity
58/141	International cooperation against the world drug problem
58/205	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets to the countries of origin
59/160	Control of cultivation of and trafficking in cannabis
59/290	International Convention for the Suppression of Acts of Nuclear Terrorism
60/1	2005 World Summit Outcome
60/43	Measures to eliminate international terrorism
60/178	International cooperation against the world drug problem
60/179	Providing support to Afghanistan with a view to ensuring effective implementation of its Counter-Narcotics Implementation Plan

60/207	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
60/288	The United Nations Global Counter-Terrorism Strategy
61/40	Measures to eliminate international terrorism
61/179	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims
61/180	Improving the coordination of efforts against trafficking in persons
61/181	Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity
61/182	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
61/183	International cooperation against the world drug problem
62/172	Technical assistance for implementing the international conventions and protocols related to terrorism
62/173	Follow-up to the Eleventh United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Twelfth United Nations Congress on Crime Prevention and Criminal Justice
62/174	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
62/175	Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity
62/176	International cooperation against the world drug problem
62/202	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption

Security Council resolutions

1373 (2001)	Measures to eliminate international terrorism
1377 (2001)	Declaration on the global effort to combat terrorism in all its forms and manifestations
1456 (2003)	Declaration on the issue of combating terrorism in all its forms and manifestations
1535 (2004)	Threats to international peace and security caused by terrorist acts
1611 (2005)	Threats to international peace and security caused by terrorist acts
1617 (2005)	Threats to international peace and security caused by terrorist acts
1618 (2005)	Threats to international peace and security caused by terrorist acts

1624 (2005)	Threats to international peace and security
1735 (2006)	Threats to international peace and security caused by terrorist acts

Economic and Social Council resolutions

1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1997/27	Strengthening the United Nations Crime Prevention and Criminal Justice Programme with regard to the development of crime statistics and the operations of criminal justice systems
1999/24	Action to promote cooperation and the functioning of the clearing house on international projects in the field of crime prevention and criminal justice
1999/25	Effective crime prevention
1999/27	Penal reform
1999/28	Administration of juvenile justice
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations
2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power
2001/11	Action to promote effective community-based crime prevention
2001/12	Illicit trafficking in protected species of wild flora and fauna
2002/12	Basic principles on the use of restorative justice programmes in criminal matters
2002/13	Action to promote effective crime prevention
2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children
2003/25	International cooperation, technical assistance and advisory services in crime prevention and criminal justice
2003/26	Prevention of urban crime
2003/27	Illicit trafficking in protected species of wild flora and fauna
2003/28	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims
2003/29	Prevention of crimes that infringe on the cultural heritage of peoples in the form of movable property
2003/30	United Nations standards and norms in crime prevention and criminal justice

2003/31	Functioning of the Commission on Crime Prevention and Criminal Justice
2004/25	The rule of law and development: strengthening the rule of law and the reform of criminal justice institutions, with emphasis on technical assistance, including in post-conflict reconstruction
2004/26	International cooperation in the prevention, investigation, prosecution and punishment of fraud, the criminal misuse and falsification of identity and related crimes
2004/27	Guidelines on justice for child victims and witnesses of crime
2004/28	United Nations standards and norms in crime prevention and criminal justice
2004/29	Strengthening international cooperation and technical assistance in combating money-laundering
2004/31	Prevention of urban crime
2004/32	Implementation of technical assistance projects in Africa by the United Nations Office on Drugs and Crime
2004/34	Protection against trafficking in cultural property
2004/35	Combating the spread of HIV/AIDS in criminal justice pre-trial and correctional facilities
2004/39	Drug control and related crime prevention assistance for countries emerging from conflict
2005/14	Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
2005/16	Action against transnational organized crime: protection of witnesses
2005/17	International cooperation in the fight against transnational organized crime
2005/18	Action against corruption: assistance to States in capacity-building with a view to facilitating the entry into force and subsequent implementation of the United Nations Convention against Corruption
2005/19	Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the United Nations Office on Drugs and Crime
2005/20	Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime

2005/21	Strengthening the technical cooperation capacity of the United Nations Crime Prevention and Criminal Justice Programme in the area of the rule of law and criminal justice reform
2005/22	Action to promote effective crime prevention
2005/23	Strengthening reporting on crime
2005/27	International assistance to States affected by the transit of illicit drugs
2005/28	Frequency of meetings of Heads of National Drug Law Enforcement Agencies, Europe
2006/20	United Nations standards and norms in crime prevention
2006/21	Implementation of the Programme of Action, 2006-2010, on strengthening the rule of law and the criminal justice systems in Africa
2006/22	Providing technical assistance for prison reform in Africa and the development of viable alternatives to imprisonment
2006/23	Strengthening basic principles of judicial conduct
2006/24	International cooperation in the fight against corruption
2006/25	Strengthening the rule of law and the reform of criminal justice institutions, including in post-conflict reconstruction
2006/26	Follow-up to the Eleventh United Nations Congress on Crime Prevention and Criminal Justice
2006/27	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
2006/28	International Permanent Observatory on Security Measures during Major Events
2006/29	Crime prevention and criminal justice responses to violence against women and girls
2006/30	Baku Accord on Regional Cooperation against Illicit Drugs and Related Matters: a Vision for the Twenty-first Century
2006/31	Using alternative development programmes to reduce the cultivation of cannabis plants
2006/32	Support for the National Drug Control Strategy of the Government of Afghanistan
2006/33	Strengthening international cooperation for alternative development, including preventive alternative development, with due regard for environmental protection
2006/34	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs

2007/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
2007/10	Improvement of drug abuse data collection by Member States in order to enhance data reliability and the comparability of information provided
2007/11	Support to the counter-narcotic measures and programmes of Afghanistan
2007/12	Strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime
2007/17	Follow-up to the Eleventh United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Twelfth United Nations Congress on Crime Prevention and Criminal Justice
2007/18	Technical assistance for implementing the international conventions and protocols relating to terrorism
2007/20	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice
2007/22	Strengthening basic principles of judicial conduct
2007/23	Supporting national efforts for child justice reform, in particular through technical assistance and improved United Nations system-wide coordination
2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa

Commission on Narcotic Drugs resolutions

42/4	Guidelines for reporting by Governments on the implementation of the Global Programme of Action and on the progress achieved in meeting the goals and targets for the years 2003 and 2008, as set out in the Political Declaration adopted by the General Assembly at its twentieth special session
43/2	Follow-up to the Action Plan for the Implementation of the Declaration on the Guiding Principles of Drug Demand Reduction
43/3	Enhancing assistance to drug abusers
43/6	Illicit cultivation
43/9	Control of precursor chemicals
43/10	Promotion of regional and international cooperation in the fight against the illicit manufacture, trafficking and consumption of synthetic drugs, in particular amphetamine-type stimulants

44/2	First biennial report of the Executive Director on the progress achieved by Governments in meeting the goals and targets for the years 2003 and 2008 set out in the Political Declaration adopted by the General Assembly at its twentieth special session, devoted to countering the world drug problem together
44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed
45/1	Human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse
45/13	Optimizing systems for collecting information and identifying the best practices to counter the demand for illicit drugs
45/14	The role of alternative development in drug control and development cooperation
46/1	Renewing emphasis on demand reduction prevention and treatment efforts in compliance with the international drug control treaties
46/2	Strengthening strategies regarding the prevention of human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse
47/1	Optimizing integrated drug information systems
47/3	Strengthening the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as one of its governing bodies
47/5	Illicit drug profiling in international law enforcement: maximizing outcome and improving cooperation
47/6	Effective controlled delivery
48/1	Promoting the sharing of information on emerging trends in the abuse of and trafficking in substances not controlled under the international drug control conventions
48/2	Strengthening the drug programme of the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as its governing body
48/6	Women and substance use
48/8	Application of research in practice
48/9	Strengthening alternative development as an important drug control strategy and establishing alternative development as a cross-cutting issue
48/11	Strengthening international cooperation to prevent the illicit manufacture of and trafficking in narcotic drugs and psychotropic substances by preventing the diversion and smuggling of precursors and essential equipment in the context of Project Prism, Operation Purple and Operation Topaz

48/12	Expanding the capacity of communities to provide information, treatment, health care and social services to people living with HIV/AIDS and other blood-borne diseases in the context of drug abuse and strengthening monitoring, evaluation and reporting systems
49/1	Collection and use of complementary drug-related data and expertise to support the global assessment by Member States of the implementation of the declarations and measures adopted by the General Assembly at its twentieth special session
49/2	Recognizing the contribution of civil society in global efforts to address the drug problem in the context of reporting on the goals and targets for 2008 set by the General Assembly at its twentieth special session
49/3	Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs
49/4	Responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users
49/5	Paris Pact initiative
50/1	Follow-up to the Second Ministerial Conference on Drug Trafficking Routes from Afghanistan
50/2	Provisions regarding travellers under medical treatment with internationally controlled drugs
50/3	Responding to the threat posed by the abuse and diversion of ketamine
50/4	Improving the quality and performance of drug analysis laboratories
50/5	Identifying sources of precursors used in illicit drug manufacture
50/6	Promoting collaboration on the prevention of diversion of precursors
50/7	Strengthening the security of import and export documents relating to controlled substances
50/8	Strengthening international support for Haiti in combating the drug problem
50/9	Use of drug characterization and chemical profiling in support of drug law enforcement intelligence-gathering and operational work, as well as trend analysis
50/10	Prevention of diversion of drug precursors and other substances used for the illicit manufacture of narcotic drugs and psychotropic substances
50/11	International cooperation in preventing the illegal distribution of internationally controlled licit substances via the Internet

50/12	Measures to meet the goal of establishing by 2009 the progress achieved in implementing the declarations and measures adopted by the General Assembly at its twentieth special session
50/13	Budget outline for the biennium 2008-2009 for the Fund of the United Nations International Drug Control Programme

Commission on Narcotic Drugs

Joint Ministerial Statement and further measures to implement the action plans emanating from the twentieth special session of the General Assembly, adopted at the ministerial segment of the forty-sixth session of the Commission on Narcotic Drugs, held on 16 and 17 April 2003

Commission on Crime Prevention and Criminal Justice resolutions

1/1	Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations Crime Prevention and Criminal Justice Programme
4/1	Succession of States in respect of international treaties on combating various manifestations of crime
7/1	Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations Crime Prevention and Criminal Justice Programme
9/1	Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations Crime Prevention and Criminal Justice Programme
16/1	International cooperation in preventing and combating illicit international trafficking in forest products, including timber, wildlife and other forest biological resources
16/2	Effective crime prevention and criminal justice responses to combat sexual exploitation of children
16/3	Strengthening the United Nations Crime Prevention and Criminal Justice Programme and the role of the Commission on Crime Prevention and Criminal Justice as its governing body
16/4	Budget outline for the biennium 2008-2009 for the United Nations Crime Prevention and Criminal Justice Fund
16/5	Third World Summit of Attorneys General, Prosecutors General and Chief Prosecutors
16/6	Global initiative to fight human trafficking

Conference of the Parties to the United Nations Convention against Transnational Organized Crime and its Protocols

1/1	Adoption of the rules of procedure for the Conference of the Parties to the United Nations Convention against Transnational Organized Crime

1/2	Programme of work of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime
1/4	Technical assistance activities
1/5	Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
1/6	Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
2/1	Implementation of the United Nations Convention against Transnational Organized Crime and programme of work of the Conference of the Parties thereto
2/2	Implementation of the international cooperation provisions of the United Nations Convention against Transnational Organized Crime
2/3	Implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
2/4	Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
2/5	Implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
2/6	Technical assistance activities
3/1	Review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
3/2	Implementation of the provisions on international cooperation in the United Nations Convention against Transnational Organized Crime
3/3	Implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, and the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
3/4	Recommendations of the open-ended interim working group of government experts on technical assistance

Conference of the Parties to the United Nations Convention against Corruption

1/1	Review of implementation
1/2	Information-gathering mechanism on the implementation of the United Nations Convention against Corruption

1/3	Appeal to States parties and invitation to signatories to the United Nations Convention against Corruption to adapt their legislation and regulations
1/4	Establishment of an intergovernmental working group on asset recovery
1/5	Technical assistance
1/6	International cooperation workshop on technical assistance for the implementation of the United Nations Convention against Corruption
1/7	Consideration of bribery of officials of public international organizations
1/8	Best practices in the fight against corruption

Programme 14

Economic and social development in Africa

Overall orientation

14.1 The overall objective of the programme is to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and social development, with particular emphasis on poverty reduction, as envisaged in the New Partnership for Africa's Development (NEPAD) and in the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of other major United Nations conferences and international agreements.

14.2 The mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). This mandate has been further elaborated in a number of resolutions of the General Assembly and the Economic and Social Council as well as in resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX) and 809 (XXXI) of ECA. Further mandates have emanated from NEPAD and the outcomes and decisions of global conferences, including the 2005 World Summit Outcome.

14.3 The maintenance of an environment of peace and security is one of Africa's foremost development imperatives. In addition, four major challenges need to be addressed, namely, accelerating the achievement of the Millennium Development Goals; speeding up the pace of regional integration; benefiting from globalization; and strengthening human and institutional capacity. This process is disrupted by recurring natural disasters and the HIV/AIDS pandemic on the continent.

14.4 Recent attempts to tackle those challenges at the regional level have resulted in changes in Africa's institutional landscape. For instance, in addition to leading Africa's political agenda, the African Union is also involved in the socio-economic development and integration of the continent and in enhancing the continent's role in the global economy. ECA, with its proven record and experience on the ground, is well placed to partner the African Union in support of Africa's development, especially in the implementation of NEPAD. ECA is therefore committed to pursuing the implementation of the joint United Nations-African Union Declaration, signed in 2006, that provides a framework for supporting a 10-year capacity-building programme for the African Union.

14.5 Since its repositioning in 2006, ECA has striven to achieve results in two related and mutually supportive areas: (a) promoting regional integration in support of the African Union vision and priorities; and (b) meeting Africa's special needs and emerging global challenges. ECA will consolidate the gains resulting from its repositioning by scaling up its action towards achieving greater effectiveness and impact in programme delivery. To that end, the Commission will continue to improve its working methods with a view to becoming more flexible and efficient and delivering better results, in line with the vision of the Secretary-General for the United Nations. In doing so, the Commission will draw on and apply the appropriate lessons learned from the implementation of the programmes of work for the bienniums 2006-2007 and 2008-2009, as well as from the implementation of the ECA Business Plan 2007-2009.

14.6 ECA will develop a markedly stronger subregional presence by empowering its subregional offices to play an enhanced role in the delivery of its work programme. The offices will, inter alia, take the lead in shaping the ECA agenda at the subregional level, promote and support specific subregional priorities and programmes, and operate as subregional nodes for knowledge management and networking.

14.7 Building and strengthening partnerships is integral to the ECA strategic orientation. The Commission will therefore foster better and more focused partnerships with other organizations on the basis of its comparative advantages. In addition to the regional economic communities, other core partners will include the African Union and the African Development Bank (AfDB), and the main collaboration mechanism would be the resuscitated African Union-ECA-AfDB Joint Secretariat. Furthermore, the African Union, the NEPAD secretariat and the regional economic communities now participate fully in the United Nations regional consultation meetings convened by ECA in support of NEPAD priorities. ECA will also continue to be involved in the work of the Executive Committee on Economic and Social Affairs, as the main vehicle for ensuring policy and programme coherence and enhanced synergies in the context of the 2005 World Summit Outcome. It will also collaborate in that regard with the United Nations Development Group entities in strengthening the links between the normative and operational activities of the United Nations system.

14.8 On the basis of its two pillars, ECA will conduct its work through 10 subprogrammes arranged to avoid duplication of functions, promote complementarities, eliminate inconsistencies and place the required emphasis on important sectors. The subprogrammes are focused on the following themes: trade, finance and economic development; food security and sustainable development; governance and public administration; information and science and technology for development; economic cooperation and regional integration; gender and women in development; subregional activities for development; development planning and administration; statistics; and social development.

14.9 The programme directions will continue to be underpinned by the commitment to make ECA a knowledge-based organization on the cutting edge of development thinking in the region and a motivating force behind a network of researchers, practitioners and policymakers engaged in the production, sharing and dissemination of knowledge. Through the implementation of its knowledge management initiative, ECA has prepared the ground for operating as a knowledge-based organization by acquiring the necessary information management systems and tools and building its human resources capabilities. ECA will now build on those achievements with a view to providing knowledge services to partners and clients effectively and to fully positioning itself as a centre of excellence on knowledge about African development.

14.10 ECA will continue to undertake research and policy analysis to support informed decision-making and policy formulation in the region and assist the process of consensus-building on major international initiatives. Demand-driven advisory services will also be used to help improve regional capacity to design and implement development policies. The Commission will ensure the continued high quality of its outputs by strengthening its quality-assurance processes. That will ensure relevance, responsiveness to client needs and accountability for compliance with stipulated processes and standards.

14.11 Member States are increasingly demanding that the United Nations play a key role in their economic and social development. To that end, ECA will seek to strengthen its analytical capacity with a view to deepening its normative work. One of the areas in which member States could benefit from a stronger analytical capacity on the part of ECA is the tracking and monitoring of internationally agreed goals and outcomes. Strengthening the statistical capacity of member States will be key to measuring the progress made towards achieving those goals and outcomes, notably the Millennium Development Goals.

14.12 In terms of promoting human development, ECA will deepen its analytical work on strengthening human capacity for development, the use of science and technology for Africa's development, gender equality and HIV/AIDS, as well as its work on global threats and challenges such as climate change, especially with regard to their socio-economic implications. In addition, ECA will contribute to efforts aimed at addressing the fragile situation of countries in or emerging from conflict. In dealing with those issues, it will place continued emphasis on addressing the special needs of Africa's least developed, landlocked and island developing countries.

14.13 ECA will also continue to support the achievement of cross-cutting outcomes and results throughout its work programme, especially by continuing to mainstream gender concerns across subprogrammes and supporting measures related to improved governance, appreciable post-conflict development and an approach to development that is more focused on human rights.

14.14 Furthermore, ECA will provide stronger and more coherent support in connection with the advancement of South-South cooperation as a key instrument for enhancing capital inflows to Africa, a source for technology and skills transfer to the continent, and a way of increasing diversity in opportunities for development cooperation. To that end, the Commission will intensify its analytical work aimed at improving the understanding of new trends in development cooperation and at strengthening programmes for the promotion of trade and investment among developing countries.

Subprogramme 1
Trade, finance and economic development

Objective of the Organization: to strengthen the capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies that are supportive of higher and sustained economic growth for poverty reduction

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies to achieve faster growth for poverty reduction and sustainable development, including the Millennium Development Goals	(a) (i) Increased number of African countries integrating macroeconomic and sectoral policies in national development strategies as a result of the work of ECA

	(ii) Increased number of policymakers who consider the capacity-building activities of the subprogramme as "useful" or "very useful" in their work
(b) Improved capacity of member States to participate effectively in regional and multilateral trade negotiations for effective integration into the global economy	(b) Increased number of African countries participating in trade negotiations and multilateral trading system as a result of the technical support and training activities of ECA
(c) Enhanced capacity of member States to analyse, formulate and implement appropriate policies and strategies to address the challenges of globalization, including a better understanding of the implications of South-South cooperation for Africa's development	(c) (i) Increased number of policymakers and stakeholders who found the activities of the subprogramme "useful" or "very useful" in enhancing their knowledge of issues related to globalization (ii) Increased number of countries that mainstream South-South cooperation strategies in their national policies and programmes as a result of ECA interventions

Strategy

14.15 The responsibility for implementing the subprogramme lies with the Trade, Finance and Economic Development Division. The major challenge for policymakers in member States is to speed up the process of achieving the targets set out in the United Nations Millennium Declaration. An important element in that respect is the capacity of African countries to design appropriate national and regional strategies and programmes so as to achieve higher, sustained growth rates in order to accelerate the process of poverty reduction. The subprogramme will focus on applied research and the provision of advisory services and policy recommendations to member States with a view to addressing the challenges of achieving increased economic growth for sustainable development. The issues to be dealt with will include macroeconomic, social and sectoral policy issues; supply-side constraints; trade-related issues, including global trade and aid for trade; and the mobilization of resources for development, including South-South cooperation. In that context, the strategy will focus in particular on addressing the needs of least developed countries, small island States and landlocked developing countries in Africa in line with the goals and targets of the Brussels and Almaty Programmes of Action. In the context of the subprogramme, collaboration with other partners, particularly in the implementation of the Millennium Development Goals, the Monterrey Consensus and the Brussels Programme of Action, will be enhanced and participation in South-South cooperation frameworks increased. Collaboration with other leading African institutions, especially the African Union and the African Development Bank, research institutions, universities and other United Nations organizations, will be enhanced. Cooperation with the regional economic communities will also be strengthened so as to enhance their capacity for better macroeconomic coordination and regional integration.

Subprogramme 2
Food security and sustainable development

Objective of the Organization: to strengthen the capacity of member States to formulate and implement policies, strategies and programmes for achieving food security and sustainable development in Africa in accordance with the NEPAD priorities and the Johannesburg Plan of Implementation

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity at the national, subregional and regional levels for designing and implementing effective policies, strategies and programmes for achieving food security and sustainable development in line with the NEPAD priorities and the Johannesburg Plan of Implementation	(a) (i) Increased number of member States designing and implementing policies and programmes for food security and sustainable development, in line with the NEPAD priorities and the Johannesburg Plan of Implementation (ii) Increased number of policymakers and stakeholders with knowledge and better understanding of the impact of climate change on food security and sustainable development gained through relevant capacity-building activities (iii) Increased number of subregional and regional partnership agreements and technical cooperation programmes with the regional economic communities and other partners on enhancing the capacity of member States to monitor and assess progress towards food security and sustainable development in support of the Johannesburg Plan of Implementation

Strategy

14.16 The responsibility for this subprogramme lies with the Food Security and Sustainable Development Division. In response to the sustainable development challenges in Africa identified in the 2005 World Summit Outcome, the Johannesburg Plan of Implementation and the NEPAD framework, the strategy of the subprogramme will continue to emphasize policies and strategies for structural agricultural transformation and rural development, taking into account the integrated approach to the economic, social and environmental dimensions of sustainable development, with a particular focus on land, water, forests and bioenergy resources, urban-rural linkages and human settlements. The subprogramme will continue to strengthen diversification in commodity-dependent African economies so as to develop integrated regional markets around strategic agricultural commodities. It will also address other cross-cutting issues such as poverty reduction, food security and gender equity, the impact of globalization and challenges related to climate change within a perspective of regional cooperation and integration.

14.17 The strategy will also include research, advocacy and knowledge networking, advisory services and technical assistance. In that connection, the subprogramme will contribute to the monitoring and assessment of progress in the areas of food security and sustainable development in support of the implementation of the relevant outcomes of the World Summit on Sustainable Development. The subprogramme will seek to promote stronger collaboration with other continental organizations such as the African Union Commission, the African Development Bank and the regional economic communities. Partnerships with Departments of the Secretariat and other United Nations entities such as the Food and Agriculture Organization of the United Nations, the United Nations Environment Programme, the United Nations Development Programme (UNDP), the Department of Economic and Social Affairs, the United Nations Human Settlements Programme (UN-Habitat), the International Fund for Agricultural Development (IFAD) and the United Nations Forum on Forests, as well as with the private sector and relevant civil society organizations, will be pursued with a view to harnessing maximum synergies in programme implementation and outreach.

Subprogramme 3
Governance and public administration

Objective of the Organization: to strengthen the capacity of member States to build a capable State and establish an environment that will enable all sectors of society to participate effectively in the development process in support of the attainment of internationally agreed development goals, including the Millennium Development Goals and the NEPAD priorities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacities of African countries to promote governance practices to attain major development objectives in support of the African Union and its NEPAD programme and the targets of the United Nations Millennium Declaration	(a) Increased number of countries applying best practices and policies so as to improve political, economic and corporate governance as advocated in the work of ECA and in the context of the African Peer Review Mechanism and NEPAD
(b) Improved capacity of African countries to promote efficient, transparent and accountable civil service and public enterprises, including effective service delivery and other public goods	(b) Increased number of African Governments adopting policies and programmes for strengthening the institutional and organizational capacity of the civil service and public enterprises for improved service delivery
(c) Enhanced engagement of non-State actors, including civil society and the private sector, in the development and governance processes	(c) Increased number of mechanisms and regulatory frameworks for enhancing the participation of non-State actors and other stakeholders, including civil society and the private sector

Strategy

14.18 The responsibility for implementing the subprogramme lies with the Governance and Public Administration Division. The challenge facing the subprogramme is to ensure that Africa's strides towards good governance are sustained through a focus on building a capable State — one that is endowed with transparent, participatory and accountable political and economic systems, which will make it possible to consolidate the foundations of sustainable development. The strategy will focus on enhancing effective public sector management, developing the private sector and promoting civil society participation. To that end, it will provide support to build capacity by improving governance systems and enhancing public administrations, including enhancing assistance to post-conflict countries and fragile States, and creating an enabling environment for the development of civil society and the private sector. As a strategic partner in the African Peer Review Mechanism process, the subprogramme will scale up its assistance to member States in the implementation of the Mechanism, particularly in the building and maintenance of a credible database of relevant information. The strategy will include a combination of normative, analytical and capacity-building activities aimed at supporting Member States in monitoring and assessing progress towards good governance through such instruments as the *African Governance Report*.[11] The subprogramme will also strengthen its partnerships with other organizations and institutions, including the African Union, the African Development Bank, the Department of Economic and Social Affairs, UNDP, the regional economic communities, academic institutions, business community organizations and civil society organizations.

Subprogramme 4
Information and science technology for development

Objective of the Organization: to strengthen the capacity of member States for the formulation, adaptation, implementation and evaluation, including at the regional level, of appropriate and integrated information, science and technology policies and programmes to address Africa's development challenges within the framework of the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of African countries to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral information, communication and science, technology and innovation (STI) policies and strategies for development	(a) (i) Increased number of countries that have formulated, implemented and evaluated their integrated information, communication and science and technology policies and plans

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[11] United Nations publication, Sales No. 05.II.K.7.

	(ii) Increased number of countries with revised national information and communication infrastructure plans and strategies incorporating spatial data infrastructure, geo-information and science, technology and innovation as a result of ECA interventions
(b) Enhanced capacity of member States to nurture and harness science, technology and innovation for development at the national, subregional and regional levels	(b) Increased number of national, subregional and regional initiatives, including pilot programmes, knowledge networks, to harness science, technology and innovation for development

Strategy

14.19 The responsibility for implementing the subprogramme lies with the Information and Communication Technology and Science and Technology Division. The shift towards knowledge economies calls for the strengthening of the linkages between science, technology and innovation and the productive sectors on the one hand, and between science, technology and innovation and information and communications technology on the other so as to meet Africa's development challenges. The strategy will therefore focus on supporting the formulation, implementation and evaluation of national, subregional and regional information and communications technology and science and technology policies and strategies and on integrating spatial data infrastructure and geo-information strategies for sustainable development. Efforts will continue towards accelerating the implementation of e-strategies at the local, national and subregional levels, with a particular focus on building capacity for the application of information and communications technology in key social and economic sectors such as health, education, governance and commerce, including the mainstreaming of information and communications technologies into poverty-reduction strategies. The work programme will also be geared towards building the capacity of member States to promote innovation systems in order to create an enabling environment for science and technology development. To that end, in the context of the subprogramme, research and development activities will be undertaken on selected and relevant science, technology and innovation policy issues. Existing knowledge networks will be strengthened and new ones established to provide a forum for policy dialogue and the sharing of national experiences and best practices on policies and strategies, and capacity-building workshops and seminars will be organized. Collaboration will be strengthened with other organizations within and outside the United Nations system, including the committees, commissions and working groups dealing with information and communications technology, the information society, the knowledge economy, science, technology and innovation, and geo-information issues. The subprogramme will continue to support the implementation of African regional initiatives and programmes such as the African Union-NEPAD science and technology consolidated plan of action and the African Regional Plan on the Knowledge Economy.

Subprogramme 5
Economic cooperation and regional integration

Objective of the Organization: to strengthen the capacity of member States and intergovernmental organizations to accelerate progress towards economic cooperation and integration

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy and programme harmonization and convergence in strengthening integration institutions at the subregional and regional levels	(a) (i) Increased number of countries harmonizing their national policies in an effort to achieve regional integration, with a particular emphasis on intra-African trade, transport infrastructure and natural resources development
	(ii) Increased number of policymakers who consider the subprogramme's contribution to policy harmonization and coordination to be "useful" or "very useful" to their work
(b) Enhanced capacity of the African Union Commission and the regional economic communities, namely, the Common Market for Eastern and Southern Africa (COMESA) and the Community of Sahelo-Saharan States (CEN-SAD) to implement the relevant priorities of NEPAD, the African Union 10-year capacity-building programme and the multi-year programmes developed with COMESA and CEN-SAD	(b) Increased number of activities undertaken to enhance the capacity of the African Union Commission and the regional economic communities to implement the relevant priorities of NEPAD, the African Union 10-year capacity-building programme and the multi-year programmes developed with COMESA and CEN-SAD

Strategy

14.20 The responsibility for implementing the subprogramme lies with the NEPAD and Regional Integration Division. The African regional economic communities are at different stages of the integration process, ranging from free-trade areas to full customs union, and making efforts to develop their infrastructure to strengthen the physical connection between the member States. The subprogramme will focus on promoting intra-African trade and strengthening regional cooperation and integration in line with the declaration of the African Union Summit held in July 2007, which underscored the urgency of accelerating the economic and political integration of the continent. Greater emphasis will be placed on supporting the ongoing efforts of the African Union Commission and the regional economic communities to consolidate free-trade areas and customs unions with a view to achieving the African Economic Community. The strategies for implementing the subprogramme will focus mainly on building the capacities of the African Union Commission and the regional economic communities by conducting in-depth policy analyses and technical studies on intra-African trade, monetary cooperation, transport infrastructure and natural resources development, with particular emphasis on the harmonization of investment codes, transport facilitation, energy, water and mining in support of the physical integration of the continent. In addition, the subprogramme's collaboration with other partners and stakeholders will be strengthened, with a view to enhancing resource mobilization for financing infrastructure development and other regional public goods. In that process, particular attention will be given to addressing the needs of landlocked countries in the context of the Almaty Programme of Action. The subprogramme will continue to monitor and assess the progress made in the integration process in Africa and report through the biennial report on assessing regional integration in Africa, which will continue to provide information to policymakers on policy options for achieving faster integration on the continent.

Subprogramme 6

Gender and women in development

Objective of the Organization: to strengthen the capacity of member States to achieve gender equality and women's advancement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional intergovernmental bodies to mainstream gender concerns into policies and programmes	(a) Increased number of member States making use of the knowledge and information generated by the tools and learning and sharing networks that have been established
(b) Improved capacity of member States to implement and report on regional and global commitments on gender equality and women's empowerment	(b) Increased number of countries able to fulfil their reporting obligations on international and regional commitments on gender equality and women's empowerment
(c) Enhanced capacity of member States to address the persistent and emerging social and economic concerns of women relating to poverty reduction and sustainable development	(c) Increased number of programmes and initiatives targeted at improving the social and economic situation of women in member States as a result of ECA intervention

Strategy

14.21 The responsibility for implementing the subprogramme lies with the African Centre for Gender and Development. Although member States have undertaken various international and regional commitments on gender equality and women's empowerment, gender inequality continues to be one of the persistent social and economic development challenges in Africa. The subprogramme will have an increased focus on gender-based research and analytical work as well as on technical cooperation activities to support policymaking and on promoting gender equality and women's empowerment as it relates to their social and economic advancement. The strategy will also focus on providing support to member States and their intergovernmental institutions in the implementation of regional and global platforms for action on gender equality. The subprogramme will aim to enhance collaboration with the African Union Commission in support of its gender programme, and with the regional economic communities, AfDB, other entities and agencies in the United Nations system, bilateral partners and civil society organizations and networks to promote gender equality and women's empowerment. In addition, the strategy will also foster knowledge-sharing among member States and related institutions through e-networking and communities of practice on gender equality.

Subprogramme 7
Subregional activities for development

14.22 Responsibility for implementation of the components of the subprogramme lies with the five ECA subregional offices, located in Rabat, for North Africa; Niamey, for West Africa; Yaoundé, for Central Africa; Kigali, for East Africa; and Lusaka, for southern Africa. Coordination of the subregional offices is handled by the Office of the Executive Secretary of ECA.

Component 1: subregional activities in North Africa

Objective of the Organization: to strengthen the capacities of member States for regional integration with a particular focus on the specific priorities of the North African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including those contained in the United Nations Millennium Declaration

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Arab Maghreb Union, and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in North Africa	(a) (i) Increased number of common policy frameworks and strategies formulated and adopted in the priority areas (ii) Increased positive feedback from member States and the Union on the quality of capacity-building services rendered, as measured on a scale from 1 to 10
(b) Strengthened capacity of the Arab Maghreb Union to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, the Asian Development Bank (ADB) and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the respective regional economic communities and other partners at the subregional and country levels (ii) Increased number of projects for which resources are jointly mobilized with the regional economic communities in support of multi-year programmes

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the Arab Maghreb Union and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the subregional office for North Africa

Strategy

14.23 The responsibility for implementing this component lies with the subregional office for North Africa, located in Rabat. The strategy will focus on providing greater technical support to member States and the regional economic communities with a view to improving their capacities for regional integration, particularly in areas of priority to North Africa. Assistance will be provided to the Arab Maghreb Union in the formulation and implementation of multi-year collaborative programmes so as to enable it to implement the NEPAD framework as well as the internationally agreed development goals, including the Millennium Development Goals. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to North Africa. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion so as to increase the effectiveness and impact of ECA activities. The office will also work closely with other stakeholders, including the private sector and civil society, and with regional intergovernmental organizations, including the NEPAD secretariat and AfDB.

Component 2: subregional activities in West Africa

Objective of the Organization: to strengthen the capacities of member States for regional integration with a particular focus on the specific priorities of the West African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and the West African regional economic communities, namely, the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union, and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and	(a) (i) Increased number of common policy measures adopted and implemented by member States, the West African regional economic communities, the intergovernmental organizations and non-governmental organizations, as reflected in their strategy documents and programmes

programmes to address key subregional integration priorities in West Africa, including macroeconomic convergence; trade; infrastructure and services; gender mainstreaming; governance; conflict resolution and post-conflict peacebuilding; agriculture and food security; and the environment	(ii) Increased number of beneficiaries of training, workshops, field projects, and advisory services
(b) Strengthened capacity of the West African regional economic communities to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, ADB, the African Union and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with ECOWAS in the context of the multi-year programmes and the 20/20 vision (ii) Increased number of platforms and forums for networking and policy dialogue on subregional economic and social development issues involving member States, intergovernmental organizations, the regional economic communities, civil society organizations, United Nations country teams and other subregional entities
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the West African regional economic communities and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the subregional office for West Africa

Strategy

14.24 The responsibility for implementing this component lies with the subregional office for West Africa, located in Niamey. The strategy will focus on providing greater technical support to member States and the regional economic communities with a view to improving their capacities for regional integration, particularly in areas of priority to West Africa. Assistance will be provided to the West African regional economic communities to formulate and implement multi-year collaborative programmes so as to enable them to implement the NEPAD framework as well as the internationally agreed development goals, including the Millennium Development Goals. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to West Africa. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion so as to increase the effectiveness and impact of ECA activities. The office will also work closely with other stakeholders, including the private sector and civil society, and with the regional intergovernmental organizations, including AfDB, the African Union and the NEPAD secretariat.

Component 3: subregional activities in Central Africa

Objective of the Organization: to strengthen the capacities of member States for regional integration with a particular focus on the specific priorities of the Central African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and the Central African regional economic communities, namely, the Economic Community of Central African States and the Central African Economic and Monetary Community, and other intergovernmental organizations, to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Central Africa	(a) (i) Increased number of harmonized sectoral policies and instruments adopted through the regional economic communities (ii) Increased number of studies carried out aimed at harmonizing subregional instruments
(b) Strengthened capacity of the Central African regional economic communities to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, ADB, the African Union and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the respective Central African regional economic communities at the subregional and country levels (ii) Increased number of projects for which external resources are jointly mobilized with the regional economic communities in support of multi-year programmes
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the West African regional economic communities and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the subregional office for Central Africa

Strategy

14.25 The responsibility for implementing this component lies with the subregional office for Central Africa, located in Yaoundé. The strategy will focus on providing greater technical support to member States and the Central African Regional Economic Communities with a view to improving their capacities for regional integration, particularly in areas of priority to Central Africa. Assistance will be provided to the Regional Economic Communities in formulating and implementing multi-year collaborative programmes so as to enable them to implement the NEPAD framework and the internationally agreed development goals, including the Millennium Development Goals. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to Central Africa. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion so as to increase the effectiveness and impact of ECA activities. The office will also work closely with other stakeholders, including the private sector and civil society, and with regional intergovernmental organizations, including AfDB, the African Union and the NEPAD secretariat.

Component 4: subregional activities in East Africa

Objective of the Organization: to strengthen the capacities of member States for regional integration with a particular focus on the specific priorities of the East African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and the East Africa Regional Economic Communities, namely, the East African Community and the Intergovernmental Authority on Development, as well as other intergovernmental organizations, to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in East Africa	(a) (i) Increased number of common policy frameworks and strategies formulated and adopted in areas of priority to the East African Regional Economic Communities (ii) Increased number of beneficiaries from training programmes
(b) Strengthened capacity of East African Regional Economic Communities to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, AfDB, the African Union and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the East African Regional Economic Communities at the subregional and country levels (ii) Increased number of projects for which external resources are jointly mobilized with the Regional Economic Communities in support of multi-year programmes
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the East African regional economic communities, the private sector, civil society and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the subregional office for East Africa

Strategy

14.26 The responsibility for implementing this component lies with the subregional office for East Africa, located in Kigali. The strategy will focus on providing greater technical support to member States and to the East African regional economic communities with a view to improving their capacities for regional integration, particularly in areas of priority to East Africa. Assistance will be provided to the regional economic communities in formulating and implementing multi-year collaborative programmes so as to enable them to implement the NEPAD framework and the internationally agreed development goals, including the Millennium Development Goals. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to East Africa. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion so as to increase the effectiveness and impact of ECA activities in the subregion. The office will also work closely with other stakeholders, including the private sector and civil society, and with regional intergovernmental organizations, including AfDB, the African Union and the NEPAD secretariat.

Component 5: subregional activities in southern Africa

Objective of the Organization: to strengthen the capacities of member States for regional integration with a particular focus on the specific priorities of the southern African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Southern African Development Community (SADC) and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in southern Africa, including infrastructure and services; trade, investment and finance; mining and energy; food security and sustainable development; gender and development; and the achievement of the Millennium Development Goals	(a) (i) Increased number of common policy frameworks and strategies formulated and adopted in these areas (ii) Increased number of beneficiaries from training programmes
(b) Strengthened capacity of SADC to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, AfDB, the African Union and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the respective regional economic communities at the subregional and country levels

	(ii) Increased number of projects for which external resources are jointly mobilized with the regional economic communities in support of multi-year programmes
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, SADC, the private sector, civil society and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the subregional office for southern Africa

Strategy

14.27 The responsibility for implementing this component lies with the subregional office for southern Africa, located in Lusaka. The strategy will focus on providing greater technical support to member States and to SADC with a view to improving their capacities for regional integration, particularly in areas of priority to southern Africa. Assistance will be provided to SADC in formulating and implementing multi-year collaborative programmes so as to enable it to implement the NEPAD framework and the internationally agreed development goals, including the Millennium Development Goals. Attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The implementation strategy will include capacity-building activities through the provision of advisory services, training workshops and policy studies aimed at addressing development challenges specific to southern Africa. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion so as to increase the effectiveness and impact of ECA activities in the subregion. The office will also work closely with other stakeholders, including the private sector and civil society, and with regional intergovernmental organizations, including AfDB, the African Union and the NEPAD secretariat.

Subprogramme 8
Development planning and administration

Objective of the Organization: to enhance national and regional capacities for the formulation and implementation of development policies and economic management strategies

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Enhancement of the technical and analytical skills of experts in the public and private sectors who perform the essential functions of strategic economic management in member States	(a) Increased number of national experts able to develop policy instruments using methods and tools learned through the courses and advocacy papers of the African Institute for Economic Development and Planning

Strategy

14.28 The responsibility for the subprogramme lies with the African Institute for Economic Development and Planning. The key elements of the strategy for pursuing the objective of the subprogramme include the organization of degree and certificate programmes aimed at equipping mid-career and senior officials from the public and private sectors of member States with the skills to respond to current and emerging development policy challenges in Africa. In that process, particular attention will be given to enhancing analytical skills for strategic economic planning and management; formulating policies to promote a deeper understanding of issues related to trade, regional integration, and globalization and climate change challenges; and coordinating intellectual resources from Africa and elsewhere to serve Africa's policy agenda in expanding the universe of policy options and enhance their relevance. The strategy will also focus on strengthening collaboration with African academic and research institutions through joint activities and programmes such as seminars, workshops and exchange of staff. More specifically, the strategy will be aimed at making the Institute an effective implementing agency for delivering the capacity-building programmes of ECA subregional offices targeting subregional institutions and the regional economic communities, especially in the context of implementing their multi-year programmes. Collaboration with the African Union Commission will be strengthened, particularly in the context of the programme on economic integration, which is aimed at enhancing the knowledge and skills of policymakers in the area of regional cooperation and integration. The Institute will strengthen partnerships with other African regional organizations, including the African Development Bank and research institutions as well as United Nations agencies working in Africa. In addition, it will enhance its collaboration with other bilateral and multilateral stakeholders in support of capacity-building programmes and the development of Africa.

Subprogramme 9
Statistics

Objective of the Organization: to strengthen the statistical capacities of member States for better economic management in the context of the Reference Regional Strategic Framework for Statistical Capacity-building in Africa and with a view to tracking progress towards the achievement of nationally and internationally agreed development goals, including those contained in the United Nations Millennium Declaration

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and use economic, demographic and environmental statistics, including gender-disaggregated and gender-responsive statistics, in support of regional integration and the Millennium Development Goals	(a) Increased number of countries that have designed a national strategy for the development of statistics in accordance with international statistical standards and practices

(b) Harmonized statistics in support of regional integration, macroeconomic convergence programmes, common currency and better economic management in the regional economic communities	(b) Number of national statistical offices and regional economic communities that are using harmonized statistical manuals, in compliance with international methodologies such as the 1993 System of National Accounts

Strategy

14.29 The responsibility for implementing the subprogramme lies with the African Centre for Statistics. The goal of the subprogramme is to increase the statistical capabilities of African countries to collect, compile and use quality, comparable and harmonized statistics to monitor the implementation of the Millennium Development Goals and to support regional integration, including the harmonization of methods for censuses, surveys, national accounts, economic classifications and Millennium Development Goal indicators, in compliance with international methodologies such as the 1993 System of National Accounts. The achievement of those goals as expected will allow for better-quality, comparable statistical data to be collected for statistical publications and to populate the African statistical database maintained by the Centre. In addition, the subprogramme will provide adequate backing to the efforts of countries in conducting statistical operations, censuses and surveys, necessary for monitoring progress towards the achievement of the Millennium Development Goals and the collection of gender-disaggregated and gender-responsive statistics, which was heretofore carried out under former subprogramme 6, "Promoting the advancement of women". The Centre will also strive to ensure the sustainability of its efforts by addressing institutional issues within the African statistical system, especially in terms of the provision of adequate support to countries for the design, adoption and implementation of a national strategy for the development of statistics. The Centre's strategy is also built upon partnership and coordination. With the implementation of the Reference Regional Strategic Framework for Statistical Capacity-building in Africa, the subprogramme will coordinate and cooperate with United Nations entities; the African Union Commission; AfDB; regional and intergovernmental organizations; and the relevant international organizations, including the United Nations Statistics Division, the Department of Economic and Social Affairs and UNDP. The strategy will include the development and endorsement of a manual on harmonized statistics; the provision of support to the working groups on the statistical harmonization of Millennium Development Goal indicators and on national accounts and balance-of-payments statistics; the convening of workshops on the use of manuals, data development in pilot countries, database maintenance, advocacy, gender mainstreaming, institution-building, knowledge networking, sharing of information and experiences and disseminating best practices; and the provision of technical assistance, including expert group meetings, workshops and advisory services to member States and subregional groupings.

Subprogramme 10
Social development

Objective of the Organization: to strengthen national and regional capacity to achieve poverty reduction and inclusive and equitable sustainable social development, in line with the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced national and regional capacity to design, implement and monitor social policies and programmes for accelerating progress towards achieving the Millennium Development Goals and for the effective delivery of social services	(a) (i) Increased number of member States making use of the knowledge and information generated by tools and learning and sharing networks established by the subprogramme for the design, implementation and monitoring of progress towards the Millennium Development Goals (ii) Increased number of policymakers and other stakeholders with increased knowledge of policy options for the effective delivery of equitable social services gained from ECA capacity-building programmes

Strategy

14.30 The responsibility for implementing the subprogramme lies with the African Centre for Gender and Social Development. In spite of the relative growth of the economies of the region, Africa remains behind in achieving the Millennium Development Goals. The strategy, therefore, will be aimed primarily at strengthening the capacity of African countries to design, implement and monitor policies and programmes for reducing poverty and addressing social development issues such as inequality and the marginalization of vulnerable groups of African society. In that context, the subprogramme will focus on scaling up assistance to member States in the monitoring and assessing of progress in the implementation of the Millennium Development Goals and other regional and international commitments. In order to enhance the impact of its activities and to support the exchange of best practices, the subprogramme will intensify its work on African Learning Group on the Poverty Reduction Strategy Papers and address other emerging initiatives such the regional employment network. The subprogramme will also focus on harnessing resources for the attainment of key human and social development priorities, such as mainstreaming population issues into development programmes; employment; youth; migration; HIV/AIDS; health; human resources development; social inclusion; and other related social issues. Collaboration will be strengthened with key regional institutions such as the African Union Commission and its NEPAD programme, the African Development Bank and the regional economic commissions; United Nations agencies and funds, including UNDP, the Joint United Nations Programme on HIV/AIDS and the International Labour Organization; multilateral and bilateral agencies, including the European Commission and the World Bank; and academia and civil society organizations.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/142	Women and political participation (subprogrammes 3 and 6)
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations: an agenda for further change
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources (subprogrammes 2 and 5)
60/1	2005 World Summit Outcome
61/7	Cooperation between the United Nations and the International Organization of la Francophonie (subprogrammes 4 and 7)
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
61/296	Cooperation between the United Nations and the African Union
62/161	The right to development
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/203	Third United Nations Conference on the Least Developed Countries
62/207	Human resources development
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
62/209	South-South cooperation
62/211	Towards global partnerships

Economic and Social Council resolutions and decisions

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
1999/5	Poverty eradication and capacity-building
2004/246	Regional cooperation
2005/44	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2005/48	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits
2007/4	Review of the intergovernmental machinery of the Economic Commission for Africa
2007/28	Social dimensions of the New Partnership for Africa's Development
2007/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16
2007/32	Joint United Nations Programme on HIV/AIDS (UNAIDS)
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic Commission for Africa resolutions

798 (XXX)	Promotion of private investment in Africa (subprogrammes 1 and 3)
844 (XXXIX)	Repositioning ECA to better respond to Africa's priorities
845 (XXXIX)	Achieving the Millennium Development Goals in Africa
853 (XL)	Review of the Intergovernmental Machinery of the Economic Commission for Africa

Subprogramme 1
Trade, finance and economic development

General Assembly resolutions

54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries
59/249	Industrial development cooperation
61/207	Role of the United Nations in promoting development in the context of globalization and interdependence

61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/214	Role of microcredit and microfinance in the eradication of poverty
62/184	International trade and development
62/185	International financial system and development
62/186	External debt and development: towards a durable solution to the debt problems of developing countries
62/187	Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus

Economic and Social Council resolutions

2004/64	International Conference on Financing for Development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2007/30	Follow-up to the International Conference on Financing for Development
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic Commission for Africa resolutions

840 (XXXV)	Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010
847 (XL)	Aid for Trade
848 (XL)	Financing for development

Subprogramme 2
Food security and sustainable development

General Assembly resolutions

47/188	Establishment of an intergovernmental negotiating committee for the elaboration of an international convention to combat desertification in those countries experiencing serious drought and/or desertification, particularly in Africa
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development
54/214	Conservation and sustainable development of Central African forest ecosystems
57/271	World Food Summit: five years later
60/200	International Year of Deserts and Desertification, 2006

62/8	Overview of United Nations activities relating to climate change
62/86	Protection of global climate for present and future generations of mankind
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/193	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
62/194	Convention on Biological Diversity

Economic and Social Council resolution

2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development

Economic Commission for Africa resolutions

800 (XXX)	Strategy and Action Plan for Water Resources Assessment, Development and Management in Africa
801 (XXX)	Food security and self-sufficiency in Africa
852 (XL)	Climate change and development in Africa

Subprogramme 3
Governance and public administration

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development
54/128	Action against corruption
54/204	Business and development
60/34	Public administration and development
62/7	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies

Economic and Social Council resolution

2005/3	Public administration and development

Subprogramme 4
Information and science and technology for development

General Assembly resolutions

50/102	United Nations system support for science and technology in Africa
57/4	Regional cooperation in information and communication technologies for development
58/199	Creation of a global culture of cybersecurity and the protection of critical information infrastructures
60/252	World Summit on the Information Society
61/266	Multilingualism
62/201	Science and technology for development
62/217	International cooperation in the peaceful uses of outer space

Economic and Social Council resolution

2007/8	Flow of information for the follow-up to the World Summit on the Information Society

Economic Commission for Africa resolutions

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems (GIS) in sustainable development
766 (XXVIII)	Strengthening development information systems for regional cooperation and integration in Africa
789 (XXIX)	Strengthening information systems for Africa's recovery and sustainable development
795 (XXX)	Building Africa's information highway
812 (XXXI)	Implementation of the African Information Society Initiative (AISI)
817 (XXXI)	African Regional Conference on Science and Technology

Subprogramme 5
Economic cooperation and regional integration

General Assembly resolutions

50/103	Implementation of the Programme of Action for the Least Developed Countries for the 1990s
50/126	Water supply and sanitation
56/180	Specific actions related to the particular needs and problems of landlocked developing countries
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
58/217	International Decade for Action, "Water for Life", 2005-2015
60/5	Improving global road safety
61/192	International Year of Sanitation 2008

Economic and Social Council resolutions

2007/16	Europe-Africa fixed link through the Strait of Gibraltar
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic Commission for Africa resolutions

818 (XXXI)	Promotion of mineral resources development and utilization in Africa
819 (XXXI)	Promotion of energy resources development and utilization in Africa
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities

Subprogramme 6
Gender and women in development

General Assembly resolutions

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
59/248	World Survey on the role of women in development

60/229	Future operation of the International Research and Training Institute for the Advancement of Women
62/136	Improvement of the situation of women in rural areas
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/140	The girl child
62/206	Women in development

Economic and Social Council resolutions

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system

Economic Commission for Africa resolutions

802 (XXX)	African Platform for Action: African common position for the advancement of women
824 (XXXI)	Follow-up to the Dakar and Beijing conferences: implementation of the global and regional platforms for action for the advancement of women (1996)

Subprogramme 7
Subregional activities for development

Component 1: Subregional activities in North Africa

Component 2: Subregional activities in West Africa

Component 3: Subregional activities in Central Africa

Component 4: Subregional activities in East Africa

Component 5: Subregional activities in southern Africa

General Assembly resolutions

56/180	Specific actions related to the particular needs and problems of landlocked developing countries
61/51	Cooperation between the United Nations and the Southern African Development Community
61/212	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic and Social Council resolution

2006/14	Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Economic Commission for Africa resolutions

828 (XXXII)	The Multinational Programming and Operational Centres: Strengthening the Economic Commission for Africa's subregional presence
830 (MFC 1 A)	Reform of the regional commissions: Relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution of the 1st meeting of the Ministerial Follow-up Committee)

Subprogramme 8
Development planning and administration

Economic Commission for Africa resolutions

799 (XXX)	Promoting human development in Africa
839 (XXXV)	African Institute for Economic Development and Planning
846 (XXXIX)	African Institute for Economic Development and Planning
851 (XL)	African Institute for Economic Development and Planning

Subprogramme 9
Statistics

Economic and Social Council resolutions

1995/7	2000 World Population and Housing Census Programme
2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels
2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity

Economic Commission for Africa resolution

849 (XL)	Statistics and statistical capacity-building in Africa

Subprogramme 10
Social development

General Assembly resolutions

47/5	Proclamation on Ageing
49/128	Report of the International Conference on Population and Development
50/81	World Programme of Action for Youth to the Year 2000 and Beyond
50/107	Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty
60/35	Enhancing capacity-building in global public health
62/126	Policies and programmes involving youth: youth in the global economy — promoting youth participation in social and economic development

62/127	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
62/129	Follow-up to the tenth anniversary of the International Year of the Family and beyond
62/130	Follow-up to the Second World Assembly on Ageing
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/141	Rights of the child
62/156	Protection of migrants
62/170	Convention on the Rights of Persons with Disabilities and its Optional Protocol
62/180	2001-2010: Decade to Roll Back Malaria in Developing Countries, Particularly in Africa
62/198	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
S-24/2	Further initiatives for social development

Economic and Social Council resolutions

1995/7	2000 World Population and Housing Census Programme
1997/2	International migration and development
2001/42	Global campaign for poverty eradication
2003/13	National and international cooperation for social development: implementation of social objectives of the New Partnership for Africa's Development
2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2007/27	Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond

Commission on Population and Development resolution

2007/1	Changing age structures of populations and their implications for development

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development
832 (XXXIII)	HIV/AIDS in Africa

Programme 15

Economic and social development in Asia and the Pacific

Overall orientation

15.1 The mandate of the Economic and Social Commission for Asia and the Pacific (ESCAP), which is to promote economic and social development in the Asian and Pacific region by fostering cooperation between its members and associate members, is derived from Economic and Social Council resolutions 37 (IV) and 414 (XIII), by which the Commission was established. The mandate of the Commission was subsequently elaborated in various resolutions adopted by the General Assembly, the Economic and Social Council and the Commission itself. In particular, the Commission, in the Shanghai Declaration, contained in its resolution 60/1, emphasized the need for regional cooperation and capacity-building to meet development challenges in an era of globalization and, in the Almaty Declaration: commemorating the sixtieth anniversary of the United Nations Economic and Social Commission for Asia and the Pacific, contained in its resolution 63/1, underscored its role as a regional development centre in providing an effective response to the changing needs of the countries in the Asian and Pacific region.

15.2 Asia and the Pacific is a region of diversity and disparity, which presents a mixed picture in terms of progress towards the achievement of the Millennium Development Goals. Based on overall figures, the region is the most dynamic and economically vibrant in the world. Trade and investment, which have grown exponentially, have contributed to lifting more than 300 million people out of extreme poverty. At the current rate of progress, the region is expected to achieve universal primary education by 2015.

15.3 Despite such impressive progress, the region still accounts for over 60 per cent of the world's poor (641 million) and almost 70 per cent of the total number of people (over 1.9 billion) without access to basic sanitation. Over a quarter of a million women die each year during pregnancy and childbirth, and some 660 million people lack access to clean water. In a region rich in energy resources, 800 million people live without electricity. Environmental sustainability is also becoming an increasingly alarming issue in the region, which is responsible for 34 per cent of global greenhouse gas emissions and is home to 7 of the 15 major global emitters of such emissions. Worldwide, 74 per cent of the casualties caused by natural disasters take place in countries in Asia and the Pacific, and 8 of the 10 countries in the world most frequently hit by natural disasters are located in the region.

15.4 The notable progress in some social and economic areas masks persistent disparities between countries. Of particular concern are the least developed countries, landlocked developing countries and the countries in Central Asia and the Pacific. For example, the least developed countries have among the highest rates of child and maternal mortality in the world and are not making enough progress towards implementation of the Millennium Development Goals to reduce poverty and hunger and expand access to water and sanitation. While trade, transport and infrastructure continue to develop rapidly, in some parts of the region the development of infrastructure remains limited. Much work remains to be done to address the social and environmental impacts of such changes and deficiencies. In addition, further expansion of trade and regional integration is hampered by the multitude of bilateral and subregional trade agreements involving ESCAP member countries.

15.5 The Asian and Pacific region has witnessed rising inequalities over the past 15 years. Income disparities have led, inter alia, to serious social and environmental inequities. An increasing proportion of the poor in the region live in areas where the environment is under stress. In most countries, the poorest fifth of the population has a rate of access to sanitation that is less than 35 per cent of that of the richest fifth. The high levels of inequality are diminishing growth prospects and eroding social cohesion in the region.

15.6 Within this regional context, the overall objective of the programme will be to promote inclusive and sustainable economic and social development in Asia and the Pacific, with a particular focus on supporting member States in achieving the internationally agreed development goals, including the Millennium Development Goals.

15.7 Acting in its dual role as a regional arm of the United Nations and as part of the institutional landscape in Asia and the Pacific, the Commission will continue to pursue the key objectives shared by all of the regional commissions, namely, to (a) foster economic integration at the subregional and regional levels; (b) promote the regional implementation of the internationally agreed development goals, including the Millennium Development Goals; and (c) support regional sustainable development by helping to bridge economic, social and environmental gaps among member States and subregions, including through trade and transport. In order to achieve those objectives, all of the regional commissions will continue to generate multilateral dialogue, knowledge-sharing and networking and to work together to promote intraregional and interregional cooperation, both among themselves and through collaboration with other relevant organizations.

15.8 The preparation of the proposed biennial programme plan for the biennium 2010-2011 benefited from the outcome of the review of the Commission's conference structure, as mandated by the Commission in its resolutions 58/1, 61/1 and 63/3. The review, which will be submitted for the consideration of the Commission at its sixty-fourth session in April 2008, aims to promote a more effective system of governance based on the principles of greater effectiveness, accountability and ownership by member States. The review, which was facilitated by the Working Group on the Conference Structure of the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission, collected views from the full membership of ESCAP through survey questionnaires and a series of evaluations of past intergovernmental meetings conducted under the ESCAP conference structure. In addition, the review took into account the recommendations of an inspection carried out by the Office of Internal Oversight Services (E/ESCAP/64/30) and a series of evaluations of ESCAP, including an external evaluation undertaken in mid-2006, which was submitted to the Commission at its sixty-third session. The recommendations from the review reaffirmed the value of the Commission as an inclusive platform for the countries of the region to exchange views, experiences and information on major policies dealing with economic, social and environmental issues of common interest. The review also pointed to the need for ESCAP to sharpen the focus of its work, to strive for a more balanced approach to addressing the needs of its membership and to enhance cooperation with international and regional organizations, including those within the United Nations system, to ensure greater synergies and complementarity in its work.

15.9 While many subprogrammes of the proposed biennial programme plan for the biennium 2010-2011 reflect continuity in the direction of work already undertaken by ESCAP for the period 2008-2009, as a result of the above-mentioned review, a number of areas will receive greater emphasis during the period 2010-2011 in order to reflect the repositioning of the Commission as a leading regional hub for promoting cooperation among member States for the achievement of inclusive and sustainable economic and social development in Asia and the Pacific and in response to the Commission's call for the implementation of the recommendations contained in the external evaluation undertaken by ESCAP in 2006.

15.10 The proposed biennial programme plan comprises an integrated set of eight mutually supportive subprogramme areas, listed below, which are linked to the priorities of member States, in line with the new intergovernmental conference structure to be submitted to the Commission for its consideration at its sixty-fourth session.

15.11 The focus of the objectives and expected results of all subprogrammes has been sharpened by the addition of a clear regional dimension in order to demonstrate the value added by the work of ESCAP.

15.12 Poverty reduction and sustainable development will serve as overarching goals and will be integrated into the work of all subprogrammes of ESCAP. In that regard, renewed efforts will be made to mainstream gender concerns across all subprogrammes and to promote gender equality and the concerns of vulnerable groups as central to poverty reduction and inclusive and sustainable development. ESCAP will pursue a balanced approach to addressing social, environmental and economic issues, including those related to trade, transport and infrastructure development, in order to promote sustainable growth and development.

15.13 The Commission will strive to become a leading regional authority on policy analysis of macroeconomic, social and environmental fundamentals for inclusive and sustainable development, including by analysing the range of good practices in the region in order to promote regional cooperation and the development of tools and strategic policy options to assist member States in making informed decisions on development challenges. Analysis of trends affecting the region's development and progress in the implementation of global mandates will facilitate common approaches to development issues and consensus-building, including regional inputs to global processes.

15.14 Based on its normative and analytical work, ESCAP will carry out technical cooperation to facilitate subregional and regional cooperation in areas of priority to member States, building on the work of the United Nations country teams in addressing key development challenges, for example, through pioneering innovative solutions and South-South cooperation.

15.15 Greater priority will be accorded to mainstreaming the concerns of countries with special needs in the Asian and Pacific region, including the 32 least developed countries, landlocked developing countries, small island developing States and countries with economies in transition, in order to promote their economic and social prosperity. Given the extreme diversity and geographical spread of the region, efforts will be made to increase the depth and impact of the work of the Commission in each of its subregions and to enhance the monitoring and evaluation of its work in these areas.

15.16 In view of the vulnerability of the Asian and Pacific region to disasters, greater priority will be accorded to work on disaster risk reduction and to the need for regional cooperation and inter-agency partnerships in addressing them.

15.17 Given the strength of ESCAP as the regional forum in Asia and the Pacific with universal membership and convening authority for intergovernmental dialogue, in particular on transboundary development issues, the Commission will work in close cooperation and coordination with other multilateral entities and specialized agencies, in particular the Asian Development Bank and subregional organizations.

15.18 The Commission will continue to engage with the Executive Committee on Economic and Social Affairs as a key global body for ensuring coherence on common thematic areas among entities of the United Nations Secretariat working in the social and economic sectors. Such consultations were held with regard to improving coordination and collaborative work in the formulation of the proposed biennial programme plan for 2010-2011.

15.19 In support of system-wide coherence, ESCAP, as chair of the United Nations regional coordination mechanism in Asia and the Pacific, will give special attention to strengthening coordination, cooperation and synergies among United Nations and other intergovernmental entities working towards the goal of "delivering as one" at the regional level. This will include working closely with entities of the United Nations Development Group to enhance the analytical, normative and operational linkages of the United Nations system to strengthen the Organization's development pillar.

Subprogramme 1
Macroeconomic policy and inclusive development

Objective of the Organization: to reduce poverty by promoting a sound macroeconomic policy environment for growth and inclusive development, especially among the least developed countries, landlocked developing countries and small island developing States in support of the achievement of the internationally agreed development goals in the ESCAP region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased regional cooperation and sharing of experiences and practices in formulating and implementing macroeconomic policies to reduce poverty, and achievement of sustainable and inclusive economic and social development	(a) (i) Percentage of recipients of ESCAP analyses, including those from the least developed countries, landlocked developing countries and small island developing States, indicating that cooperation in the area of sound macroeconomic policy development has increased (ii) Increased number of references in policy documents, academic literature and mass media to findings in the flagship publications of ESCAP

(b) Improved capacity of member States to design and implement medium- to long-term economic development policy options, including in the area of financing for development	(b) Increased percentage of participants in ESCAP activities indicating that they are better able to design and implement sound economic development policies, including in the area of financing for development
(c) Improved capacity of member States to develop programmes, utilize good practices and formulate strategies for achieving the internationally agreed development goals, including the Millennium Development Goals, with a special focus on regional poverty reduction and gender equality issues	(c) Increased percentage of participants in ESCAP activities indicating that they have benefited from Millennium Development Goal-related policy options, practices and strategies collected, analysed and documented by ESCAP
(d) Progress towards graduation of the least developed countries through mobilization of regional efforts to address poverty reduction and other concerns of countries with special needs	(d) Increased percentage of decisions, recommendations or resolutions of intergovernmental and legislative meetings that address poverty reduction and other concerns of countries with special needs
(e) Improved capacity of ESCAP member States to formulate and implement policies and programmes for reducing rural poverty, including those with a gender dimension, through the sustainable development of secondary crops	(e) Increased percentage of those participating in the work of the Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific and other ESCAP-related activities who indicate that they are better able to formulate and implement rural development policies, including those with a gender dimension, research programmes, and projects that include sustainable development of secondary crops

Strategy

15.20 The substantive responsibility for the subprogramme would lie with the Macroeconomic Policy and Development Division, with support from the Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific. Under the subprogramme, the secretariat would be responsible for mainstreaming the special needs of the least developed countries, landlocked developing countries and small island developing States throughout the work of ESCAP, especially in the areas of poverty reduction. The strategic underpinnings of the subprogramme are embedded in the internationally agreed development goals, including the Millennium Development Goals, the Monterrey Consensus of the International Conference on Financing for Development, the 2005 World Summit Outcome, the mandate given by the Economic and Social Council to the Centre and ESCAP resolutions 62/1 and 63/4 on achieving the Millennium Development Goals in the region.

15.21 With its substantive focus on strengthening the capacities of countries to formulate and implement inclusive economic growth and development policies in support of the achievement of the internationally agreed development goals, the subprogramme would promote the sharing of knowledge on macroeconomic policy options and facilitate timely and effective regional responses to socio-economic vulnerabilities and external events and trends, including financing for development. Special emphasis would be placed on support towards the achievement of the Millennium Development Goals, focusing on poverty reduction and gender equality issues, through adding value to national development strategies, processes and other efforts. To broaden the impact of its activities and support upscaling and replication, ESCAP would interact with other development partners, including other United Nations entities, with a view to fostering greater synergy in the areas of development policy issues, macroeconomic policy options and the Millennium Development Goals.

Subprogramme 2
Trade and investment

Objective of the Organization: to strengthen regional cooperation and integration in trade, investment, finance and technology transfer in the ESCAP region in support of inclusive and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened regional cooperative mechanisms in trade, investment and finance	(a) (i) Number of ESCAP member States indicating that regional cooperative mechanisms in trade, investment and finance fostered by ESCAP have been strengthened
	(ii) Increased coverage and depth of commitments under the Asia-Pacific Trade Agreement and/or the expansion of membership in the Agreement
(b) Increased capacity of ESCAP member States to formulate and implement effective and coherent policies, including those with a gender dimension, on trade and investment, enterprise development and finance policies	(b) Percentage of participants in ESCAP activities and initiatives indicating that they had increased and/or used their capacity to formulate or implement effective and mutually coherent and consistent trade and investment, enterprise development and finance policies, including those with a gender dimension
(c) Increased capacity of ESCAP member States to formulate and implement policies and strategies for sustainable economic growth and rural poverty reduction through agrotechnology transfer and agro-based enterprise development	(c) Percentage of those participating in the activities of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery and other ESCAP initiatives indicating that they were better able to formulate or implement policies and strategies for sustainable economic growth and rural poverty reduction through regional cooperation in agrotechnology and agricultural enterprise development

(d) Strengthened capacity to promote national innovative systems and create an enabling environment for technology transfer to address regional development challenges	(d) Increased number of ESCAP member States participating in the Asian and Pacific Centre for Transfer of Technology and other technology transfer mechanisms promoted by ESCAP, including regional networks

Strategy

15.22 The substantive responsibility for the subprogramme would lie with the Trade and Investment Division, with support from the Asian and Pacific Centre for Transfer of Technology and the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery. The strategic direction of the subprogramme is mainly derived from the internationally agreed development goals, including the Millennium Development Goals, the 2005 World Summit Outcome, the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries, the Shanghai Declaration, Economic and Social Council resolutions 2005/38, on the statute of the Asian and Pacific Centre for Transfer of Technology, and 2005/37, on the statute of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery, and Commission resolution 62/6 on managing globalization through strengthened regional cooperation in trade and investment.

15.23 To meet its objectives, the subprogramme would be implemented through a combination of analytical and policy-oriented research, including capacity-building and promotion of technology transfer, and experience sharing and multi-stakeholder policy dialogues. Common frameworks that advance regional integration in trade, investment and finance, technology transfer and the development of small and medium-sized enterprises, including agricultural enterprises, in a manner supportive of the multilateral trade system and other multilateral agreements of relevance would be pursued. The deepening, expansion and strengthening of the Asia-Pacific Trade Agreement would form a key pillar of the work, while regional cooperation among research institutions through the Asia-Pacific Research and Training Network on Trade and the expansion of the proposed Asia-Pacific forum for efficient trade as important regional cooperative mechanisms for facilitating trade would also be promoted. In the area of finance, emphasis would be placed on promoting regional cooperation and integration mechanisms to facilitate regional financial flows and the mobilization of finance for trade and investment.

15.24 The Commission would collaborate at the regional, subregional and national levels with the agencies of the United Nations system and with other bilateral and multilateral agencies. In particular, partnerships would be strengthened with the United Nations Conference on Trade and Development (UNCTAD) and the World Trade Organization in the area of trade; with the United Nations Industrial Development Organization (UNIDO), the International Trade Centre UNCTAD/WTO and the World Bank in the areas of investment, technology transfer and enterprise development; and with the Asian Development Bank and the World Bank in the area of finance.

Subprogramme 3
Transport

Objective of the Organization: to promote regional cooperation and integration in transport for inclusive and sustainable development in the ESCAP region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced knowledge and increased capacity of member States to develop and implement effective and sustainable transport policies and programmes, including those targeting the Millennium Development Goals	(a) (i) Increased number of Government policies, programmes, projects and initiatives that reflect ESCAP-promoted principles or recommendations in the areas of transport
	(ii) Increased percentage of delegations participating in ESCAP activities that indicate that they have enhanced their knowledge and capacity to develop and implement effective and sustainable transport policies and programmes
(b) Improved capability of member States and international financial institutions to use the Asian Highway, Trans-Asian Railway and other ESCAP-promoted initiatives for planning international intermodal transport linkages	(b) (i) Increased number of feasibility studies for investment projects and infrastructure improvements of intermodal connections on the Asian Highway and Trans-Asian Railway
	(ii) Increased number of accessions by ESCAP member States to global, regional and subregional agreements
(c) Increased capacity among ESCAP member States and regional industries to implement measures to improve the efficiency of international transport operations and logistics as well as road safety	(c) (i) Increased number of initiatives to improve road safety and identify and remove bottlenecks along transport routes and at selected border crossings
	(ii) Increased number of container block trains and intermodal transport services scheduled on the Asian Highway and Trans-Asian Railway and along interregional routes

Strategy

15.25 The substantive responsibility for this subprogramme would lie with the Transport Division. The strategic direction of the subprogramme would derive mainly from General Assembly resolutions 60/5, on improving global road safety, and 61/212, on the outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport

Cooperation; Economic and Social Council resolution 2004/6, on the Shanghai Declaration; and ESCAP resolutions 60/4 on the Intergovernmental Agreement on the Asian Highway Network, 61/11 on the implementation of the Almaty Programme of Action, 62/4 on the Intergovernmental Agreement on the Trans-Asian Railway Network and 63/9 on the implementation of the Busan Declaration on Transport Development in Asia and the Pacific and the Regional Action Programme for Transport Development in Asia and the Pacific, phase I (2007-2011).

15.26 The subprogramme would support the actions of ESCAP member States to develop balanced, efficient and integrated approaches to economic and social development that aims at an efficient international, integrated, intermodal transport and logistics system that supports the development of coastal areas, hinterlands and landlocked countries by providing physical and electronic access and connectivity.

15.27 During the biennium 2010-2011, the subprogramme would concentrate on further development of the Asian Highway and Trans-Asian Railway networks, including acting as secretariat for the intergovernmental agreements for the networks, which are deposited with the Secretary-General. The subprogramme would identify investment requirements and priorities, addressing non-physical bottlenecks, including those at border crossings, and would create an institutional environment to encourage the development of inland container depots or dry ports with links to seaports and airports. Strategies to promote the improvement of dry ports as economic growth poles, thus creating jobs and reducing poverty, would also be continued.

Subprogramme 4
Environment and development

Objective of the Organization: to improve the environmental sustainability of economic development and effective management of energy and water resources in the ESCAP region in order to achieve the internationally agreed development goals, in particular the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened consensus among ESCAP member States on an increased number of issues related to environmentally sustainable economic growth	(a) Number of outcome documents that show agreement among ESCAP member States on issues related to environmentally sustainable economic growth
(b) Improved awareness and understanding among policymakers in planning, finance and other relevant ministries and stakeholders in the ESCAP region on effective policy and programme options for promoting environmentally sustainable economic growth	(b) Percentage of participants in ESCAP activities indicating that they have an improved awareness and understanding of effective policy and programme options

(c) Improved capacity of ESCAP member States to develop policy and programme options, including those with a poverty and gender dimension for promoting environmentally sustainable economic growth	(c) Percentage of participants in ESCAP activities who indicate that their level of competency in developing policies and programmes, including those with a poverty and gender dimension, has increased
(d) Increased national capacity of ESCAP member States in formulating effective policies and strategies on the management and use of energy and water resources	(d) Increased percentage of participants in ESCAP activities who indicate that their level of competency in effective management and use of energy and water resources has increased

Strategy

15.28 The substantive responsibility for the subprogramme would lie with the Environment and Development Division. The strategic direction of the subprogramme is mainly derived from the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, the 2005 World Summit Outcome, the outcomes of other major United Nations conferences and international agreements related to environment and development since 1992, the Johannesburg Plan of Implementation, the Shanghai Declaration and Commission resolution 61/9 on the fifth Ministerial Conference on Environment and Development in Asia and the Pacific, 2005.

15.29 The subprogramme would focus on using innovative and pragmatic approaches to promote inclusive and environmentally sustainable economic growth and to support regional cooperation on environmental protection, environmentally sustainable management of energy and water resources, improved access to safe drinking water and the improved environmental performance of major stakeholders. Given the heightened concern about energy security and its strong linkage to and synergies with climate change mitigation, focus would be placed on the promotion of energy security and energy for sustainable development.

15.30 The subprogramme would assist member States of ESCAP to develop and apply inclusive and sustainable policies and programmes, in particular those aimed at attaining Millennium Development Goals 1 and 7, and would promote the wider participation of all stakeholders, including civil society organizations, in regional and national decision-making processes relating to environmentally sustainable economic growth. Furthermore, the subprogramme would seek to supplement the efforts of member States to meet the challenges related to energy security and sustainable development through analysis and promotion of strengthened cooperation on energy matters at the subregional and regional levels. Priority would be accorded to collaboration with other United Nations agencies and international organizations in the development of tools and networks to support the above initiatives.

Subprogramme 5
Information and communications technology and disaster risk reduction

Objective of the Organization: to strengthen regional cooperation for the improved management of disasters and associated socio-economic risks and to promote application of information and communications technology for socio-economic development in the ESCAP region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased sharing of knowledge among ESCAP member States on policy options, strategies and best practices for information and communications technology (ICT) connectivity and for integrating multi-hazard disaster risk reduction into national development	(a) (i) Increased percentage of those participating in ESCAP activities on ICT connectivity and disaster risk reduction who indicate that knowledge-sharing within the region has increased (ii) Increased number of policy practices in multi-hazard disaster risk reduction collected, documented, analysed and disseminated by ESCAP to member States
(b) Strengthened regional cooperative mechanisms in support of ICT connectivity and disaster risk management	(b) (i) Increased number of ESCAP member States taking measures to enhance regional cooperative mechanisms promoted by ESCAP in support of ICT connectivity (ii) Increased number of ESCAP member States actively participating in regional cooperative mechanisms for disaster risk management fostered by ESCAP
(c) Improved capabilities of ESCAP member States in the field of multi-hazard assessment, preparedness, early warning and response to disaster risks	(c) Increased percentage of ESCAP member States participating in ESCAP activities that indicate that they are better able to assess, prepare for and respond to disaster risks
(d) Improved institutional capacity of ESCAP member States to apply ICT for socio-economic development	(d) Increased percentage of participants benefiting from the work of the Asian and Pacific Training Centre for Information and Communication Technology for Development and from other ESCAP initiatives, including an increase in the number who indicate that they are better able to apply ICT for socio-economic development

Strategy

15.31 The substantive responsibility for the subprogramme would lie with the Information and Communications Technology and Disaster Risk Reduction Division. The strategic direction for the subprogramme is mainly derived from the 2005 World Conference on Disaster Reduction, which resulted in the adoption of the Hyogo Declaration and the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters, and from General Assembly resolution 60/252 on the World Summit on the Information Society. Following the World Conference on Disaster Reduction, the Assembly, in its resolution 59/233, called for close cooperation and coordination among Governments, the United Nations system, regional organizations and others in the area of natural disasters and vulnerability. Commission resolution 62/2, containing the Jakarta Declaration on enhancing regional cooperation in infrastructure development, including that related to disaster management, and resolution 62/7 on strengthening regional cooperation and coordination of early warning system arrangements for tsunamis, recast the preceding global mandates as a framework for action in the Asian and Pacific region. In addition, Economic and Social Council resolution 2005/40 on the establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development and Commission resolution 62/5 on building the information society in Asia and the Pacific, provide the framework for the direction for the subprogramme. The subprogramme would seek to strengthen that framework as the basis for a regional forum on consensus-building for action and an effective mechanism to contribute to the global mandates.

15.32 The subprogramme would improve the capabilities of ESCAP members in this field with the aim of reducing the socio-economic impact of disasters, natural and otherwise, as appropriate. The subprogramme would focus on filling gaps in disaster preparedness, particularly in the promotion of regional multi-hazard early warning systems, by building on the comparative advantage of ESCAP within existing subregional mechanisms for tropical cyclone-related disasters in ongoing efforts for the development of mechanisms on tsunami and multi-hazard early warning and regional cooperative mechanisms for easy access to and effective use of space-based technical tools. It is a long-term goal of the Secretariat to contribute through the activities under this subprogramme to the Asia-Pacific components of a comprehensive worldwide multi-hazard disaster management and early-warning system that balances technical, cooperative institutional and participatory community approaches to disaster risk reduction.

15.33 The subprogramme would emphasize knowledge generation and knowledge-sharing and strengthen the abilities of decision makers to create more disaster risk resilient societies. It would emphasize disaster awareness and response, including through strengthened risk assessment, planning, prevention, mitigation, preparedness and early warning capabilities in a comprehensive multi-hazard management approach. Special attention would be paid to meeting the special needs of vulnerable groups and contributing to poverty reduction and gender equality. Regional cooperation and capacity-building would also be emphasized to mitigate the effects of disasters on people and infrastructure so that disasters do not divert resources from sustainable development.

15.34 The subprogramme would promote regional cooperation and partnerships for improved information and communications technology connectivity with a focus on policy harmonization, infrastructure development and ICT capacity-building. In order to realize the goal of a people-centred information society in Asia and the Pacific, the expansion of access and further deepening of ICT usage will be promoted, especially among the least developed countries and other countries with special needs. The efforts will be further augmented by ICT capacity-building initiatives conducted by the Asian and Pacific Training Centre. The capacity built among key ICT stakeholders will help optimize the usage of ICT infrastructure and the development of ICT applications for socio-economic development. As a strategy, the subprogramme will foster interdivisional cooperation and collaborate with other relevant intergovernmental organizations and existing regional mechanisms to address ICT connectivity and capacity-building, and provide member States with high-quality analysis and policy options.

15.35 To implement the subprogramme's activities more effectively and to avoid duplication of effort, strategic partnerships would be built with other United Nations entities and national and regional stakeholders, including the Office for the Coordination of Humanitarian Affairs, the International Strategy for Disaster Reduction, the United Nations Development Programme (UNDP), the International Telecommunication Union (ITU), the Asia-Pacific Telecommunity and other relevant specialized agencies, funds and programmes of the United Nations system, development banks, regional and subregional institutions, and civil society and private sector organizations.

Subprogramme 6
Social development

Objective of the Organization: to strengthen cooperation in the ESCAP region in order that member States may build more inclusive societies through social and financial policies and measures that promote social protection and development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective facilitation of regional reviews to assess progress, address gaps, identify and build consensus on priority areas for action in the implementation of commitments agreed at United Nations intergovernmental processes pertaining to social development, population, ageing, disability, gender equality and health	(a) Increased percentage of participants who indicate that activities organized by ESCAP to review the implementation of global mandates are relevant and useful, and that their agreed outcomes reflect regional concerns and priorities
(b) Enhanced awareness of policy options, strategies and good practices in social policy and protection, including those with a focus on poverty reduction	(b) (i) Increased number of analytical studies on policy options, strategies and good practices produced by ESCAP and made available to member States
	(ii) Increased demand for ESCAP information on policy, practice, analysis and data products available at the Division's website

(c) Strengthened capacity and increased technical cooperation among ESCAP member States in developing and implementing social policies and financing aimed at building inclusive societies, reducing poverty and promoting gender equality	(c) (i) Increased percentage of participants in activities organized by ESCAP who indicate that the knowledge and policy tools provided are relevant and useful for building inclusive societies, reducing poverty and promoting gender equality (ii) Increased number of gender-responsive technical cooperation initiatives among member States facilitated by ESCAP

Strategy

15.36 The substantive responsibility for the subprogramme would lie with the Social Development Division. The strategic direction of the subprogramme emanates from the commitments agreed upon at relevant United Nations intergovernmental processes, including the World Summit for Social Development, the International Conference on Population and Development, the Madrid International Plan of Action on Ageing, 2002, the Beijing Declaration and Platform for Action, the Convention on the Rights of Persons with Disabilities, the Declaration of Commitment on HIV/AIDS, and the International Conference on Financing for Development. Regional mandates guiding the direction of the subprogramme include the Biwako Millennium Framework for Action towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific. The Convention on the Elimination of All Forms of Discrimination against Women also provides direction for the subprogramme. The work of the subprogramme on social policy relating to population, ageing and social protection issues would also be guided by, respectively, the Plan of Action on Population and Poverty adopted at the Fifth Asian and Pacific Population Conference, the Macao Plan of Action on Ageing for Asia and the Pacific and General Assembly resolution 62/133 on the intensification of efforts to eliminate all forms of violence against women.

15.37 The subprogramme is aimed at strengthening capacity and regional cooperation among ESCAP member States in designing, implementing and monitoring social policies and institutional frameworks aimed at achieving inclusive societies and reducing poverty. It would promote research and analysis of key emerging development issues, such as international migration, that have social dimensions and regional ramifications. The subprogramme would employ multipronged approaches, including gender-responsive and rights-based approaches, the facilitation of partnerships with a range of stakeholders, including with non-governmental organizations and civil society, and the promotion of close collaboration and coordination with other United Nations entities to achieve inclusive social development. It would also build multisectoral partnerships with other divisions of ESCAP with a view to promoting economic prosperity, social progress and environmental sustainability in an integrated manner.

Subprogramme 7
Statistics

Objective of the Organization: to increase the use of statistics for evidence-based decision-making and foster the development and dissemination of key demographic, social, economic and environmental statistics in the ESCAP region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding and capacity to assess key socio-economic trends in the ESCAP region, especially progress towards the Millennium Development Goals, by national official statisticians, decision makers and the public	(a) Percentage of national statisticians and decision makers who indicate that they found ESCAP analytical outputs relevant and useful for monitoring key socio-economic trends and making decisions on related policies
(b) Increased access by decision makers and the public to comparable data on key demographic, social, economic and environmental indicators for the ESCAP region	(b) Increased access to online statistical data provided by ESCAP
(c) Increased capacity of ESCAP member States to produce comparable and gender-disaggregated data in accordance with internationally agreed standards and good practices	(c) Percentage of participants in relevant ESCAP activities who indicate that they were able to apply the knowledge gained in improving the provision of comparable and gender-disaggregated data
(d) Strengthened capacity of national statistical offices in the ESCAP region to produce, disseminate and analyse data in accordance with internationally agreed standards and good practices	(d) Increased percentage of trainees at the Statistical Institute for Asia and the Pacific who indicate that they are better able to take measures to improve the quality of data and services provided by national statistical systems

Strategy

15.38 The substantive responsibility for the subprogramme lies with the Statistics Division, with support from the Statistical Institute for Asia and the Pacific. The strategic direction of the subprogramme derives mainly from the United Nations Millennium Declaration adopted by the General Assembly in its resolution 55/2, and the 2005 World Summit Outcome adopted by the Assembly in its resolution 60/1, in particular as they relate to the monitoring of the internationally agreed development goals, including the Millennium Development Goals. Mandates are also provided by Economic and Social Council resolutions 2005/13 on the 2010 World Population and Housing Census Programme, 2005/36 on the statute of the Statistical Institute for Asia and the Pacific and 2006/6 on strengthening statistical capacity, and by Commission resolution 62/10 on strengthening statistical capacity in Asia and the Pacific. The objective of the subprogramme would be achieved through a balanced combination of normative, analytical and technical cooperation activities to improve the production and dissemination, by national statistical systems, of key demographic, social, economic and environmental statistics, gender-disaggregated where relevant, including the Millennium Development Goal indicators, and to promote their use by policymakers and the public in the Asian and Pacific region, in accordance with internationally agreed standards and good practices.

15.39 During the biennium 2010-2011, the subprogramme would continue to (a) promote the use of statistics for evidence-based decision-making, (b) support the development of economic, social and environmental statistics in the Asian and Pacific region, and (c) facilitate the implementation of existing and new international standards, including the new economic and social classifications and the revised system of national accounts. In particular, the subprogramme would focus on improving the availability and quality of data for measuring progress, particularly on social inclusion and gender equality. In addition, the subprogramme would further strengthen data dissemination through the issuance of publications and the provision of online databases to countries in the ESCAP region. The subprogramme would also increase its data support to, and collaboration with, other ESCAP subprogrammes in producing analytical outputs of the Secretariat through, inter alia, the provision of a common database, statistical publications and advisory services in statistical and econometric analysis.

15.40 To enhance coherence across the United Nations system and coordination among international agencies, ESCAP would work in close cooperation with the Department of Economic and Social Affairs of the Secretariat and other relevant United Nations entities, development banks and funds, regional and subregional organizations and other statistical partners and networks. In particular, data collection would be coordinated with other international agencies and regional commissions, in accordance with relevant mandates.

Subprogramme 8
Subregional activities for development

Component 1: subregional activities for development in the Pacific

Objective of the Organization: to promote inclusive and sustainable development and the achievement of the internationally agreed development goals, including the Millennium Development Goals, focusing on the specific priorities of ESCAP member States in the Pacific

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in the Pacific	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in the Pacific

(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners to address key priority areas in the Pacific to support the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Increased number of collaborative initiatives involving member States, civil society or other key development partners from the Pacific facilitated by ESCAP (ii) Increased number of partner institutions from the Pacific participating in knowledge-sharing platforms that are managed by ESCAP

Component 2: subregional activities for development in East and North-East Asia

Objective of the Organization: to promote inclusive and sustainable development and the achievement of the internationally agreed development goals, including the Millennium Development Goals, focusing on the specific priorities of ESCAP member States in East and North-East Asia

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in East and North-East Asia	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in East and North-East Asia
(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners to address key priority areas in East and North-East Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Increased number of collaborative initiatives involving member States, civil society or other key development partners from East and North-East Asia facilitated by ESCAP (ii) Increased number of partner institutions from East and North-East Asia participating in knowledge-sharing platforms that are managed by ESCAP

Component 3: subregional activities for development in North and Central Asia

Objective of the Organization: to promote inclusive and sustainable development and the achievement of the internationally agreed development goals, including the Millennium Development Goals, focusing on the specific priorities of ESCAP member States in North and Central Asia

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in North and Central Asia	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in North and Central Asia
(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners to address key priority areas in North and Central Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Increased number of collaborative initiatives involving member States, civil society or other key development partners from North and Central Asia facilitated by ESCAP (ii) Increased number of partner institutions from North and Central Asia participating in knowledge-sharing platforms that are managed by ESCAP

Component 4: subregional activities for development in South and South-West Asia

Objective of the Organization: to promote inclusive and sustainable development and the achievement of the internationally agreed development goals, including the Millennium Development Goals, focusing on the specific priorities of ESCAP member States in South and South-West Asia

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in South and South-West Asia	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in South and South-West Asia

(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners in addressing key priority areas in South and South-West Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Increased number of collaborative initiatives involving member States and civil society or other key development partners from South and South-West Asia facilitated by ESCAP (ii) Increased number of partner institutions from South and South-West Asia participating in knowledge-sharing platforms that are managed by ESCAP

Component 5: subregional activities for development in South-East Asia

Objective of the Organization: to promote inclusive and sustainable development and the achievement of the internationally agreed development goals, including the Millennium Development Goals, focusing on the specific priorities of ESCAP member States in South-East Asia

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ESCAP member States to formulate and implement economic and social development policies and programmes, including those with a gender dimension, to address key priority areas in South-East Asia	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in South-East Asia
(b) Strengthened partnerships and knowledge sharing among member States, civil society and other relevant development partners in addressing key priority areas in South-East Asia in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Increased number of collaborative initiatives involving member States, civil society or other key development partners from South-East Asia facilitated by ESCAP (ii) Increased number of partner institutions from South-East Asia participating in knowledge-sharing platforms that are managed by ESCAP

Strategy

15.41 The overall responsibility for coordinating the work of the subprogramme would lie with the Office of the Executive Secretary, with support for the implementation of activities from the existing ESCAP Pacific Operations Centre and four subregional offices in East and North-East Asia, North and Central Asia, South and South-West Asia and South-East Asia, the establishment of which has been proposed to the General Assembly in the report of the Secretary-General on improving the effective and efficient delivery of mandates of development-related activities and revised estimates relating to the programme budget for the biennium 2008-2009 (A/62/708, paras. 323 and 324). This subprogramme is proposed in order to ensure that the specific priority concerns of all five ESCAP subregions are effectively and equitably addressed.

15.42 The mandate and strategic direction of the subprogramme are mainly derived from the internationally agreed development goals, including the Millennium Development Goals, the 2005 World Summit Outcome, the World Summit on Sustainable Development, the Almaty Programme of Action and the Mauritius Strategy on the sustainable development of small island developing States.

15.43 Given the vast coverage and diversity of the Asian and Pacific region, the subprogramme would strengthen the Commission's presence and interventions at the subregional level, enabling better targeting and delivery of programmes that address specific key priorities, including poverty reduction and sustainable development, of member States in the respective subregions. The subprogramme would provide more focused and in-depth technical assistance to address key development challenges, including capacity-building activities, through the provision, on request, of advisory services, the organization of training workshops and the implementation of field projects.

15.44 The subprogramme would serve as a catalyst to operationalize the analytical and normative work of ESCAP at the subregional and national levels. Knowledge sharing and networking, including the dissemination of good practices for adaptation, experience sharing and replication, will be emphasized. A central part of the strategy would be to enhance partnerships with other United Nations agencies, as well as other development partners, including civil society, at the subregional and national levels, in order to support the achievement of the internationally agreed development goals, including the Millennium Development Goals.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration (all subprogrammes)
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
57/253	World Summit on Sustainable Development (all subprogrammes)
57/270 A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries (subprogrammes 2, 3 and 8)

59/250	**Triennial comprehensive policy review of operational activities for development of the United Nations system (all subprogrammes)**
60/1	**2005 World Summit Outcome (all subprogrammes)**
60/188	**Follow-up to and implementation of the outcome of the International Conference on Financing for Development (subprogrammes 1, 2 and 6)**
60/204	**Role of the United Nations in promoting development in the context of globalization and interdependence**
60/205	**Science and technology for development (subprogrammes 1, 2 and 3)**
60/212	**South-South cooperation (all subprogrammes)**
60/215	**Towards global partnerships (all subprogrammes)**
60/228	**Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)**
61/1	**Declaration of the high-level meeting of the sixty-first session of the General Assembly on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)**
61/4	**Cooperation between the United Nations and the Black Sea Economic Cooperation Organization (all subprogrammes)**
61/12	**Cooperation between the United Nations and the Economic Cooperation Organization (subprogrammes 2, 3, 4 and 8)**
61/16	**Strengthening of the Economic and Social Council (all subprogrammes)**
61/46	**Cooperation between the United Nations and the Association of Southeast Asian Nations (all subprogrammes)**
61/49	**Cooperation between the United Nations and the Organization of the Islamic Conference (all subprogrammes)**
61/169	**The right to development (all subprogrammes)**
61/207	**Role of the United Nations in promoting development in the context of globalization and interdependence (all subprogrammes)**
61/210	**Integration of the economies in transition into the world economy (subprogrammes 1 and 2)**

61/211	Third United Nations Conference on the Least Developed Countries
61/266	Multilingualism (all subprogrammes)
62/187	Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus (subprogrammes 1, 2 and 6)
62/204	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation (subprogrammes 2, 3 and 8)
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system (all subprogrammes)
62/209	South-South cooperation (all subprogrammes)
62/211	Towards global partnership (all subprogrammes)

Economic and Social Council resolutions and decisions

37 (IV)	Economic Commission for Asia and the Far East
1895 (LVII)	Change of name of the Economic Commission for Asia and the Far East
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (all subprogrammes)
2000/5	Decade of Greater Mekong Subregion Development Cooperation, 2000-2009 (subprogrammes 4 and 5)
2002/2	Restructuring the conference structure of the Economic and Social Commission for Asia and the Pacific (all subprogrammes)
2004/6	Shanghai Declaration (all subprogrammes)
2004/7	Work of the Economic and Social Commission for Asia and the Pacific in implementing its technical cooperation projects (all subprogrammes)
2005/305	Promoting coordination and consolidation of the work of the functional commissions (all subprogrammes)

2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger (subprogrammes 1 and 6)
2006/14	Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system (all subprogrammes)
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all (all subprogrammes)
2007/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16
2007/30	Follow-up to the International Conference on Financing for Development (subprogrammes 1, 2 and 6)
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system (all subprogrammes)

Economic and Social Council for Asia and the Pacific resolutions

56/1	Decade of Greater Mekong Subregion Development Cooperation, 2000-2009 (subprogrammes 1, 2 and 3)
59/3	Regional implementation of the Biwako Millennium Framework for Action towards an Inclusive Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific during the Decade of Disabled Persons, 2003-2012 (subprogrammes 6 and 7)
59/4	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
60/1	Shanghai Declaration (all subprogrammes)
60/3	Work of ESCAP in implementing its technical cooperation projects (all subprogrammes)
61/1	Midterm review concerning the functioning of the conference structure of the Commission (all subprogrammes)
61/9	Fifth Ministerial Conference on Environment and Development in Asia and the Pacific (subprogrammes 4 and 5)

61/10	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly of 18 May 2005 (subprogrammes 6 and 7)
62/1	Achieving the Millennium Development Goals in the ESCAP region (all subprogrammes)
62/2	Jakarta Declaration on enhancing regional cooperation in infrastructure development, including that related to disaster management (subprogrammes 1, 3, 4 and 5)
62/11	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
62/12	Strengthening Pacific island developing countries and territories through regional cooperation (subprogrammes 3, 4 and 5)
63/1	Almaty Declaration: commemorating the sixtieth anniversary of the United Nations Economic and Social Commission for Asia and the Pacific (all subprogrammes)
63/3	Review of the conference structure of the Commission (all subprogrammes)
63/4	Achieving the Millennium Development Goals in the ESCAP region (all subprogrammes)
63/5	Midterm review of the implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries (subprogrammes 2 and 3)

Subprogramme 1
Macroeconomic policy and inclusive development

General Assembly resolutions

60/186	International financial system and development
61/157	Human rights and extreme poverty
61/188	External debt crisis and development
61/206	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/214	Role of microcredit and microfinance in the eradication of poverty

Economic and Social Council resolutions

2005/39	Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific
2005/45	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development
2007/36	United Nations Public-Private Alliance for Rural Development

Economic and Social Commission for Asia and the Pacific resolution

61/5	Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific

Subprogramme 2
Trade and investment

General Assembly resolution

61/186	International trade and development

Economic and Social Council resolutions

2005/37	Statute of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery
2005/38	Statute of the Asian and Pacific Centre for Transfer of Technology

Economic and Social Commission for Asia and the Pacific resolutions

61/3	Statute of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery
61/4	Statute of the Asian and Pacific Centre for Transfer of Technology
62/6	Managing globalization through strengthened regional cooperation in trade and investment

Subprogramme 3
Transport

General Assembly resolutions

60/5	Improving global road safety
60/252	World Summit on the Information Society
61/212	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic and Social Council resolutions

2005/40	Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development
2006/46	Follow-up to the World Summit on the Information Society and review of the Commission on Science and Technology for Development
2007/6	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals
2007/8	Flow of information for the follow-up to the World Summit on the Information Society

Economic and Social Commission for Asia and the Pacific resolutions

60/4	Intergovernmental Agreement on the Asian Highway Network
61/6	Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development
61/11	Implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
62/4	Intergovernmental Agreement on the Trans-Asian Railway Network
62/5	Building the information society in Asia and the Pacific

63/9	Implementation of the Busan Declaration on Transport Development in Asia and the Pacific and the Regional Action Programme for Transport Development in Asia and the Pacific, phase I (2007-2011)

Subprogramme 4
Environment and development

General Assembly resolutions

59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
60/197	Protection of global climate for present and future generations of mankind
60/199	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme
61/195	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolution

2006/49	Outcome of the sixth session of the United Nations Forum on Forests

Economic and Social Commission for Asia and the Pacific resolution

63/6	Implementation of intercountry energy cooperation to enhance energy security for sustainable development with a view to widening access to energy services in least developed countries, landlocked developing countries and small island developing States

Subprogramme 5
Information and communication technology and disaster risk reduction

General Assembly resolutions

59/233	Natural disasters and vulnerability
60/195	International Strategy for Disaster Reduction

60/196	Natural disasters and vulnerability
61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
61/131	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
61/132	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
61/198	International Strategy for Disaster Reduction
61/200	Natural disasters and vulnerability
62/192	International Strategy for Disaster Reduction

Economic and Social Commission for Asia and the Pacific resolutions

62/7	Strengthening regional cooperation and coordination of early warning system arrangements for tsunamis through the Multi-Donor Voluntary Trust Fund on Tsunami Early Warning Arrangements in the Indian Ocean and Southeast Asia
63/10	Review of modalities for regional cooperation in natural disaster management, in particular the establishment of an Asian and Pacific centre for information, communication and space technology-enabled disaster management (subprogramme 5)

Subprogramme 6
Social development

General Assembly resolutions

S-26/2	Declaration of Commitment on HIV/AIDS
58/142	Women and political participation
58/145	Convention on the Elimination of All Forms of Discrimination against Women
59/27	Enhancing capacity-building in global public health
59/149	United Nations Literacy Decade: education for all
59/165	Working towards the elimination of crimes against women and girls committed in the name of honour
59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"

59/248	World Survey on the role of women in development
60/2	Policies and programmes involving youth
60/35	Enhancing capacity-building in public health
60/131	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
60/135	Follow-up to the Second World Assembly on Ageing
60/136	In-depth study on all forms of violence against women
60/138	Improvement of the situation of women in rural areas
60/139	Violence against women migrant workers
60/210	Women in development
60/230	Convention on the Elimination of All Forms of Discrimination against Women
60/262	Political Declaration on HIV/AIDS
61/106	Convention on the Rights of Persons with Disabilities
61/140	United Nations Literacy Decade: education for all
61/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
61/143	Intensification of efforts to eliminate all forms of violence against women
61/144	Trafficking in women and girls
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
61/165	Protection of migrants
61/208	International migration and development
62/133	Intensification of efforts to eliminate all forms of violence against women
62/205	Second United Nations Decade for the Eradication of Poverty
62/206	Women in development

Economic and Social Council resolutions

2003/14	Modalities for the review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/10	Situation of women and girls in Afghanistan
2004/11	Agreed conclusions of the Commission on the Status of Women on the role of men and boys in achieving gender equality
2004/12	Agreed conclusions of the Commission on the Status of Women on women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding
2006/15	Promoting youth employment
2006/16	Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities
2006/18	Future organization and methods of work of the Commission for Social Development
2007/32	Joint United Nations Programme on HIV/AIDS (UNAIDS)

Economic and Social Commission for Asia and the Pacific resolutions

58/4	Promoting an inclusive, barrier-free and rights-based society for people with disabilities in the Asian and Pacific region in the twenty-first century
59/1	Regional action in follow-up to the Declaration of Commitment on HIV/AIDS
59/2	Strengthening social safety in the Asian and Pacific region
60/2	Regional call for action to enhance capacity-building in public health
61/7	Regional cooperation for the protection of vulnerable people through the promotion of economic and social aspects of human security as a follow-up to the Shanghai Declaration
61/8	Mid-point review of the implementation of the Biwako Millennium Framework for Action towards an Inclusive Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific
61/12	Regional call for action to enhance capacity-building in public health

62/8	Implementation of the International Plan of Action for the United Nations Literacy Decade
63/7	International migration and development for least developed countries, landlocked developing countries and small island developing States
63/8	Sustainable financing towards achieving universal health-care coverage in Asia and the Pacific

Subprogramme 7
Statistics

Economic and Social Council resolutions

2005/13	2010 World Population and Housing Census Programme
2005/36	Statute of the Statistical Institute for Asia and the Pacific
2006/6	Strengthening statistical capacity

Economic and Social Commission for Asia and the Pacific resolutions

246 (XLII)	Statistical services in Asia and the Pacific
61/2	Statute of the Statistical Institute for Asia and the Pacific
62/10	Strengthening statistical capacity in Asia and the Pacific

Subprogramme 8
Subregional activities for development

General Assembly resolutions

60/194	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
61/48	Cooperation between the United Nations and the Pacific Islands Forum
61/196	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Economic and Social Commission for Asia and the Pacific resolutions

237 (XL)	The Commission's activities in the Pacific
60/6	Revitalization of the United Nations ESCAP Pacific Operations Centre
60/7	Pacific Urban Agenda
62/9	Regional follow-up to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Programme 16
Economic development in Europe

Overall orientation

16.1 The programme is under the responsibility of the Economic Commission for Europe (ECE).

16.2 Acting in its dual role as regional outpost of the United Nations and part of its regional institutional landscape, ECE will continue to pursue the key objectives shared by all the regional commissions, namely, to foster economic integration at the subregional and regional levels, to promote the regional implementation of internationally agreed development goals, including the Millennium Development Goals, and to support regional sustainable development by contributing to bridging economic, social and environmental gaps among their member countries and subregions. To achieve these objectives, all regional commissions, through their convening power, will continue to generate multilateral dialogue, knowledge-sharing and networking at the regional level, and will work together to promote intraregional and interregional cooperation, both among themselves and through collaboration with other regional organizations.

16.3 Taking into account the role of the regional commissions as expressed above and the goals and commitments contained in the United Nations Millennium Declaration and in the Plan of Implementation of the World Summit on Sustainable Development, the main objectives of the ECE work programme for 2010-2011 will be (a) to support the integration of countries of Eastern Europe, the Caucasus and Central Asia as well as South-East Europe into the pan-European economy, taking into account the enlarged European Union and the various integration initiatives under way in the eastern part of the region, (b) to improve the quality of life and to contribute to the sustainable development of the region, and (c) to enhance competitiveness, in particular in the emerging market economies and low income countries of the region, thereby contributing to their economic prosperity. ECE will engage and promote partnerships among all public and private stakeholders to achieve these objectives.

16.4 The ECE programme of work, in accordance with the decisions taken by member States as part of the 2005 workplan on ECE reform (E/ECE/1434/Rev.1), is designed around eight subprogrammes, namely, economic cooperation and integration, environment, housing, land management and population, statistics, sustainable energy, timber and forestry, trade, and transport. The core strategy focuses on (a) the implementation of existing legally binding instruments, norms, standards and guidelines as well as negotiation of new ones based on the needs of member States, (b) the provision of technical assistance, policy advice and capacity-building to support the implementation of these norms and standards by countries with economies in transition and (c) the organization of policy debate and exchange of experience in the areas of ECE expertise, including supporting policy analysis, studies and statistics.

16.5 ECE normative work will promote greater regulatory compatibility among its member States. It will therefore stimulate transboundary cooperation, in particular for further opening borders and addressing environmental challenges. At the same time, due account will be given to the region's concern for increased security. It will also have a positive impact on the rest of the world, as many ECE-developed agreements and standards (in particular in the areas of transport, trade facilitation and statistics) become more accepted for use in countries of other regions.

16.6 Particular attention will be given to advancing intersectoral activities, in particular between the energy, environment, timber, trade and transport sectors. Furthermore, ECE will focus on the gender dimension of development as it relates to women in the economy.

16.7 Policy debate and exchange of experience among ECE member States will facilitate the identification of policies and good practices conducive to achieving the internationally agreed development goals, including the Millennium Development Goals.

16.8 ECE technical cooperation activities will be directed at the countries of Eastern Europe, the Caucasus and Central Asia, and South-East Europe. They will contribute to improving national capacities to implement legally binding instruments and other regional norms and standards, and to resolving transboundary challenges. In this respect, ECE will strengthen its cooperation with the United Nations Development Programme, both at the regional and country levels. In addition, the United Nations Special Programme for the Economies of Central Asia, jointly executed with the Economic and Social Commission for Asia and the Pacific (ESCAP), will be further strengthened.

16.9 In order to improve coherence in the development work of the United Nations, consultations have taken place among concerned entities of the Executive Committee of Economic and Social Affairs at the thematic cluster level. These consultations are expected to lead to better coordination and more collaborative work among programmes in major common work areas of the United Nations Secretariat in the social and economic sectors.

16.10 Building upon the complementarity of mandates, functions and areas of expertise, ECE will strengthen its cooperation with key partners in the region, in particular with the European Commission and the Organization for Security and Cooperation in Europe, as well as with major subregional players.

Subprogramme 1
Environment

Objective of the Organization: to safeguard the environment and health, improve environmental management throughout the region and further promote integration of environmental policies into sectoral policies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened national capacity for environmental monitoring and assessment systems in the countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe	(a) Increased number of countries applying the environmental indicators as defined in the ECE guidelines for the application of environmental indicators

(b) Strengthened implementation of ECE regional environmental commitments by member States	(b) Increased number of reports from countries indicating progress in implementing legally binding instruments
(c) Improved environmental performance in countries with economies in transition	(c) (i) Increased number of countries with improved environmental performance as measured by a set of indicators developed for environmental performance reviews
	(ii) Increased number of recommendations which have contributed to policy formulation and implementation, as reported by the reviewed countries

Strategy

16.11 The responsibility for the subprogramme is vested in the Environment, Housing and Land Management Division. In line with its objective, the subprogramme will emphasize a country needs-based approach in carrying out its activities. It will focus on building the capacity of the countries of Eastern Europe, the Caucasus and Central Asia and South-Eastern Europe in environmental policy and management, including for the effective implementation of environmental legislation.

16.12 The subprogramme will continue to conduct the second round of environmental performance reviews of countries with economies in transition and assist them to implement the recommendations of their national environmental performance reviews. Furthermore, it will monitor the impact of such recommendations on policy formulation and implementation. The subprogramme will also assist to build capacity for environmental observation and reporting, which will contribute to provide timely and accurate environmental data to improve monitoring and assessment in these countries. The ECE guidelines on the application of environmental indicators will be promoted for use in member States for environmental monitoring and assessment.

16.13 While taking into account the Millennium Development Goals, the subprogramme will further promote the implementation of sustainable development in the ECE region and the outcomes of regional environment and sustainable development conferences, in particular the decisions taken by the Sixth Ministerial Conference, "Environment for Europe" (Belgrade, 2007).

16.14 Actions will be taken to further integrate environment into other sectoral policies through intersectoral programmes and projects, including education for sustainable development, transport, health and environment as well as water and health. It will also improve cross-border environmental security in cooperation with the other regional organizations involved. Cross-sectoral work will also include the promotion of synergies and cooperation between the ECE legally binding instruments.

16.15 Emphasis will be placed on supporting the implementation of regional and subregional agreements and action programmes, as well as multi-stakeholder processes and partnerships resulting from, inter alia, the World Summit on

Sustainable Development and from the work of the Commission on Sustainable Development, in particular by providing regional contributions to the programme cycle of the Commission.

Subprogramme 2
Transport

Objective of the Organization: to facilitate the international movement of persons and goods by inland transport modes and improve safety, environmental protection, energy efficiency and security in the transport sector to levels that contribute effectively to sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened legal and regulatory framework for international land transport covering road, rail, inland waterway and intermodal transport modes, as well as infrastructure and services, and border crossing facilitation, transport of dangerous goods, vehicle construction and other transport issues	(a) (i) Increased share of the legal instruments in force relative to the total number of agreed ECE legal instruments on transport (56 major legal instruments) (ii) The number of new vehicle regulations and amendments (iii) The number of international legal instruments amended to reflect the latest revised edition of the United Nations Recommendations on the Transport of Dangerous Goods
(b) Improved law enforcement and increased implementation of the ECE legal instruments and recommendations on transport	(b) (i) Increased number of States parties to ECE legal instruments on transport (ii) The number of implementation monitoring mechanisms in place as agreed by the member States
(c) Enhanced national capacity for the development of the pan-European and transcontinental transport infrastructure, in particular in Eastern and South-Eastern European countries, as well as in South-Caucasian and Central Asian countries	(c) (i) Increased number of States parties to four key agreements leading to enhanced coverage of the ECE region by transport infrastructure agreements (ii) Increased number of ECE countries participating in subregional projects leading to enhanced coverage of the ECE region by regional and subregional transport investment plans
(d) Enhanced trade and transport facilitation with special attention to landlocked transition economies and their transit neighbours as a result of the extended implementation of the Convention on the International Transport of Goods under Cover of TIR Carnets (TIR Convention)	(d) Increased number of TIR Carnets issued

Strategy

16.16 The responsibility for the subprogramme is vested in the Transport Division. The subprogramme will focus on four broad functional areas: strengthened legal and regulatory framework for international land transport; improved law enforcement; support to the development of the pan-European and transcontinental transport infrastructure; and enhanced trade and transport facilitation.

16.17 The strengthened legal and regulatory framework will include both new instruments and recommendations on transport issues as well as the updating and improvement of the 56 existing agreements and numerous regulations and recommendations. This will cover all modes of surface transport, that is, road, rail, inland waterways and intermodal, as well as in special areas of interest, for example, vehicle construction and transport of dangerous goods. This will be achieved through consensus and agreement at ECE intergovernmental meetings on transport.

16.18 With regard to improved implementation and law enforcement, steps will be taken to promote new accessions to ECE legal instruments. Implementation will be promoted and surveyed through improved monitoring mechanisms for as many legal instruments as possible. To this end, the incorporation of certain ECE legal instruments (e.g., vehicle regulations and transport of dangerous goods) in the European Union Community *acquis* by the European Commission will continue to play an important role.

16.19 In support of the pan-European and Euro-Asian economic integration, emphasis will be placed on regional and subregional cooperation for enhancing national capacity for the development of transport infrastructure. The Euro-Asian transport links will be promoted in cooperation with ESCAP. Other transport infrastructure investments in Eastern and South-Eastern Europe, as well as those to strengthen transport links between Europe and Africa, and the Middle East, including across the Mediterranean, will be promoted in cooperation with the Economic Commission for Africa and the Economic and Social Commission for Western Asia.

16.20 Cooperation and partnerships will be intensified with the European Union and other international organizations active in the field of transport, such as the International Transport Forum. Cooperation will continue with the World Health Organization and the other regional commissions in order to improve global road safety and law enforcement in response to General Assembly resolution 60/5. The public-private dialogue will be scaled up through closer cooperation with non-governmental organizations representing transport operators, relevant industries, transport users and consumers. Trade and transport facilitation and border-crossing facilitation, in particular, will be mainstreamed, inter alia, through the widespread use of the TIR transit guarantee system and the implementation of the International Convention on the Harmonization of Frontier Controls of Goods. The special needs of landlocked transition economies and their transit neighbours will be considered.

16.21 New multisectoral projects will be embarked on while existing ones (inter alia, on transport, health and environment; trade and transport facilitation; improving energy efficiency in transport in response to global warming concerns; and public-private partnerships in transport) will be strengthened.

16.22 The Division also services the Economic and Social Council Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System for the Classification and Labelling of Chemicals and its subsidiary bodies.

Subprogramme 3
Statistics

Objective of the Organization: to improve the reliability of national official statistics and their comparability at the international level, and to ensure the coordination of international statistical activities undertaken in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Streamlined activity patterns of statistical work between international organizations through elimination of overlaps and gaps	(a) The number of international organizations regularly reporting their activities in the integrated presentation of international statistical work programmes
(b) Increased timeliness, comparability, completeness and reliability of macroeconomic, social and demographic statistics, in particular about the less advanced countries of the region	(b) (i) Increased percentage of available data of good quality in the overview tables (percentage of filled data cells to the total number of data cells)
	(ii) Increased percentage of users that express, through user surveys, satisfaction with the quality, coverage and timeliness of data contained in the ECE database
(c) Enhanced set of internationally recommended standards and practices to ensure comparable statistics	(c) (i) Increased number of new or revised international statistical standards and recommendations to which ECE has contributed significantly in substance
	(ii) The number of statistical areas (according to the Database of International Statistical Activities classification) in which ECE undertakes substantive methodological work
(d) Progress in implementation of international standards and good practices by statistical systems, in particular in less developed countries of the region	(d) (i) Increased number of countries ensuring better compliance with the Fundamental Principles of Official Statistics through revision of their national statistical legislation
	(ii) Increased number of ECE recommendations implemented at the country level to improve national institutional frameworks for official statistics

Strategy

16.23 The responsibility for the subprogramme is vested in the Statistical Division. Coordinating all international statistical activities undertaken in the region will remain a central component of the strategy under the subprogramme. The subprogramme will promote the Fundamental Principles of Official Statistics within the international statistical community, provide advice to countries on institutional frameworks of official statistics and monitor the implementation of the Fundamental Principles.

16.24 Concerning methodological work, the programme will focus on a selected number of niches in different subject areas, in particular those where ECE can provide an added value and complement the work undertaken by other international organizations. The work will concentrate on developing standards, guidelines and leading practices, including the advice on existing United Nations standards, and related implementation at the national level. Public access to all meeting documents, work programmes and statistical standards and recommendations will provide the basis for transparency and accountability.

16.25 Technical cooperation activities will focus on key priorities, reflecting the needs of countries. They will be demand-driven and concentrate on areas where United Nations standards exist, such as population censuses, indicators related to the Millennium Development Goals, national accounts and prices.

16.26 The data work undertaken by the Statistical Division will respond to a sustained internal and external demand. Data will be accessible to the public via the Internet. A quality framework will ensure relevance, timeliness and user-friendliness of data dissemination.

16.27 Cooperation with the statistical services of other international organizations will continue in the form of joint meetings aimed at coordinating the development of methodologies and the preparation of standards, recommendations and the publication of best practices, as well as by using modern tools of data-sharing.

Subprogramme 4
Economic cooperation and integration

Objective of the Organization: to promote a policy, financial and regulatory environment more conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities in the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge of good practices and policies on financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities leading to the formulation of related ECE policy recommendations	(a) The number of policy recommendations resulting from the exchange of good practices and policy experience among member States

(b) Enhanced implementation of the aforementioned ECE policy recommendations	(b) Increased number of practical steps taken by Governments and other stakeholders to implement the policy recommendations
(c) Strengthened national capacity in countries with economies in transition to promote the good practices and implement the aforementioned ECE policy recommendations	(c) The number of country-level follow-up activities resulting from training and other capacity-building activities

Strategy

16.28 The responsibility for the subprogramme is vested in the Economic Cooperation and Integration Division. In order to achieve its objective, the subprogramme will take up key aspects of economic development and integration and focus mainly on countries with economies in transition. It will facilitate the application of experience gained, lessons learned and good practices conducive to economic growth and innovative development. Recommendations aimed at creating a policy, as well as a financial and regulatory, environment conducive to economic development, investment and innovation will be drawn up. Greater emphasis will be placed on delivering policy advice and capacity-building activities to requesting countries, on the basis of the related policy dialogue, exchange of experience and good practices as well as guidelines and other policy-related documents.

16.29 Building, inter alia, on relevant work carried out by other organizations and institutions, as well as contributions mobilized from external experts, advisers and decision makers, in particular those from countries with economies in transition, an enhanced exchange of experience and policy debate among member States and other stakeholders will take place. Thematic teams of specialists and other groups of experts involving representatives of Governments, international organizations, business associations and other stakeholders will provide a platform for the exchange of national policy experience and the identification of good practices. Subsequently, member States will apply these outputs in drawing up relevant policy recommendations, guidelines and standards. The results of this work would be broadly disseminated to all interested stakeholders and would serve as the basis for technical cooperation activities organized by the secretariat, such as policy advisory services and capacity-building workshops.

Subprogramme 5
Sustainable energy

Objective of the Organization: to move towards a more sustainable development path for the production and use of energy and the fuller integration of the energy infrastructure and energy markets of the countries in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress towards sustainable energy development, in particular, cleaner energy production, energy security and diversification of energy sources	(a) (i) Percentage of participant survey respondents indicating they have undertaken concrete actions and policy changes as a result of dialogue between Governments, industry and the financial sector (ii) Percentage of survey respondents indicating that they find ECE information, technical and policy-oriented reports on sustainable energy issues very useful
(b) Progress in addressing energy conservation and efficiency issues across the ECE region, especially those leading to a reduction in energy-related environmental impacts, including progress in the formation of energy efficiency markets in economies in transition	(b) Increased number of energy efficiency investment projects developed under the ECE energy efficiency 21 project that have been approved for financing in the economies in transition
(c) Further extension and implementation of ECE recommendations/guidelines and instruments for sustainable energy development, in particular, extension and implementation of the United Nations Framework Classification for Fossil Energy and Mineral Resources	(c) (i) Increased number of professional organizations and international standard-setting organizations supporting the further development and implementation of the United Nations Framework Classification for Fossil Energy and Mineral Resources, including as a basis for financial reporting standards for extractive activities (ii) Increased number of countries expressing intent to apply the United Nations Framework Classification for Fossil Energy and Mineral Resources in their fossil energy and uranium resources management
(d) Progress in implementation of projects in support of sustainable energy development	(d) Increased volume of diesel fuel replaced by natural gas in commercial vehicles on the Blue Corridor project road transport itinerary across Europe

Strategy

16.30 The responsibility for the subprogramme is vested in the Sustainable Energy Division. The subprogramme will promote public-private sector cooperation between Governments, energy industries, the financial community and relevant international organizations to foster sustainable energy development in member States. It will assist countries with economies in transition to integrate their energy economies and infrastructure more fully in the region and the global economy, increase energy security for importing and exporting countries alike, reduce greenhouse gas emissions through self-financing mechanisms for trading carbon emissions and coal mine methane, enhance the performance of energy industries and contribute to the long-term supply of fossil fuels through the global adoption of a classification standard for energy reserves and resources.

16.31 While taking into account the Millennium Development Goals, the subprogramme is designed to promote a sustainable energy development strategy for the ECE region, in particular, the mitigation of energy security risks, through the pursuit of sustainable energy policies in the short, medium and long-terms. ECE will promote well balanced energy network systems across the region tailored to optimize operating efficiencies and overall regional cooperation and sustained improvements in energy efficiency. The subprogramme will support the development of self-financing projects to reduce greenhouse gas emissions in economies in transition for submission to public-private sector investment funds associated with its programme of work. It will promote projects for gas infrastructure and transportation networks, with particular attention to the Caucasus, Central Asia and South-Eastern Europe. In the context of post-European Union enlargement, the subprogramme will assist member States with the integration of their energy economies through the compatibility of the legal, regulatory and policy measures, including business practices and the development of classification systems and guidelines, and to conduct studies on natural gas markets.

16.32 ECE will continue to coordinate its activities with other international organizations to ensure efficient use of resources and avoid duplication. The extrabudgetary resources usually attracted by the sustainable energy activities will reinforce the present structure of intergovernmental dialogue. While activities begin with policy dialogue, the subprogramme allows for policy recommendations to be implemented through international norms, standards, training programmes, technical assistance and the preparation of investment projects.

Subprogramme 6
Trade

Objective of the Organization: to facilitate trade and trade-related economic cooperation among countries of the ECE region and with the rest of the world

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Adoption by member States of ECE recommendations, norms, standards, guidelines and tools for trade facilitation, electronic business, regulatory cooperation and agricultural produce	(a) (i) The number of new and/or updated ECE recommendations, norms, standards and tools for trade facilitation and electronic business (ii) The number of new and/or updated ECE recommendations and standards for regulatory cooperation (iii) The number of new and/or updated ECE recommendations and standards for agricultural produce
(b) Increased implementation of ECE recommendations, norms, standards, guidelines and tools for trade facilitation, electronic business, regulatory cooperation and agricultural produce	(b) (i) The number of national implementations of key trade facilitation and electronic business recommendations, norms, standards, guidelines and tools in selected countries (ii) The cumulative total number of implementations of ECE agricultural quality standards in countries (total number of standards multiplied by total number of countries implementing them) (iii) The number of downloads of key recommendations, norms, standards, guidelines and tools from the ECE Internet site, as a proxy for their use (iv) The number of requests for assistance received from member States and other international organizations to assist in the promotion and implementation of ECE trade-related instruments

Strategy

16.33 The responsibility for the subprogramme is vested in the Trade and Timber Division. The subprogramme supports Millennium Declaration Goal 8 of an open, rule-based, predictable and non-discriminatory trading system, and takes into account the importance given to trade as a key vehicle for economic growth, elimination of poverty and greater regional cooperation and stability in other major United Nations documents. The subprogramme will achieve this by working to reduce barriers to trade in goods and services caused by differences in regulatory approaches and differences in the procedures, standards and documents used by Governments and business for trade. More concretely, it will develop and promote:

(a) Simple, transparent and effective processes for global commerce through the development and maintenance of international trade facilitation instruments, especially to support international supply chains and the integration of countries into the global economy. These instruments include global standards and best practices for moving from paper-based to electronic, business-based processes and for the harmonization, simplification and automation of information flows and business practices used in international trade;

(b) A predictable, transparent and harmonized regulatory environment for commerce and business through the development of frameworks for regulatory convergence, the promotion of international standards within the regulatory environment and the identification of best practices for regulatory enforcement;

(c) Trade in agricultural produce through the development of up-to-date agricultural quality standards, used by Governments for regulatory purposes and the private sector, as well as through explanatory brochures based on these standards in cooperation with the Organization for Economic Cooperation and Development (OECD) Scheme for the Application of International Standards for Fruit and Vegetables.

16.34 The subprogramme will also support Governments, with a special emphasis on the less economically developed countries in the region, in the national and regional adaptation and implementation of ECE trade-related standards and recommendations, including their integration into national and regional trade facilitation strategies, trade policy and regulatory regimes.

16.35 The subprogramme will draw on the work of its intergovernmental bodies and expert groups, and will reinforce cooperation with principal partners, which include the World Trade Organization, the International Organization for Standardization, the World Customs Organization, OECD, the Food and Agriculture Organization of the United Nations (FAO), the Bank for International Settlements, the World Bank, the United Nations Conference on Trade and Development (UNCTAD), other United Nations regional commissions and a wide variety of private sector organizations.

Subprogramme 7
Timber and forestry

Objective of the Organization: to strengthen the forest sector and its contribution to sustainable development throughout the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding, based on better monitoring of sustainable forest management, encompassing: (i) Policies and institutions; (ii) Forest resources; (iii) Sound use of wood for material and energy purposes in domestic and export markets; (iv) The outlook for the sector in a broader, cross-sectoral context	(a) (i) Percentage of ECE countries able to provide satisfactory data on qualitative indicators of sustainable forest management (ii) Percentage of ECE countries able to provide satisfactory data on quantitative indicators of sustainable forest management (iii) Percentage of ECE countries able to provide satisfactory responses to the ECE/FAO/International Tropical Timber Organization/Eurostat joint forest sector questionnaire (which monitors the sound use of wood) (iv) Percentage of policymakers and other stakeholders regarding selected policy forums and workshops as useful
(b) Increased capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-East Europe to achieve sustainable forest management at the national level	(b) Percentage of participants in capacity-building activities regarding them as useful

Strategy

16.36 The responsibility for the subprogramme is vested in the Timber Section of the Trade and Timber Division. The subprogramme will aim at developing and applying analytical and monitoring tools, both on policy and on developments on the ground, collecting, validating and disseminating information and analysis, as well as stimulating the exchange of experience, best practices and joint efforts to measure progress. It will provide a platform for topical discussions, taking into account the changing policy environment, notably as regards climate change and bioenergy. Moreover, it will promote the role of forests in mitigating and adapting to climate change.

16.37 The subprogramme will promote the sustainable management of forests as well as the sound and legal use of forest products, for raw material and energy, and forest services, based on appropriate policies and institutions. Priorities for 2010-2011 will be guided by the outcome of the fifth Ministerial Conference on the Protection of Forests in Europe, which placed emphasis through the Warsaw resolutions on "forests, wood and energy" and cross-sector coordination, including "forests and water". This has been affirmed by the outcome of the 2007-2008 strategic review, which placed major emphasis on climate change, bioenergy and wood mobilization. The importance of sustainable forest management,. sector policies and institutions, forest products markets and cross-sectoral cooperation has been reaffirmed.

16.38 While all countries benefit from the international cooperation through the subprogramme, special attention will be paid to the countries of Eastern Europe, the Caucasus, Central Asia and the Mediterranean region to implement sustainable forest management through capacity-building activities and by promoting their involvement in international activities in the region.

16.39 As part of the strategy to implement the subprogramme, ECE will carry out its work in cooperation with the Food and Agriculture Organization of the United Nations (FAO) and the Ministerial Conference on the Protection of Forest in Europe, and provide regional input to the United Nations Forum on Forests and the FAO Committee on Forestry.

16.40 To support forest management, including the use of wood and forest products, that is sustainable from the ecological, economic and social points of view, it is necessary to maintain a good balance between those three aspects, based on a strong consensus about goals and methods among stakeholders and to ensure that the strategy is well integrated into the policy framework of other sectors (the cross-sectoral approach). Achieving sustainable forest management is primarily a sovereign national responsibility. However, regional international cooperation, and interregional cooperation, through the timber and forestry subprogramme and its partners, will contribute by developing and disseminating concepts and information, through communication, the sharing of experience and the defining of standard measurement tools (indicators) for sustainable forest management.

Subprogramme 8
Housing, land management and population

Objective of the Organization: to improve housing, urban and land governance in the region as well as the knowledge base on population issues, strengthening the formulation and implementation of policies, enhancing social cohesion and developing capacities at the national and local levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity for policy formulation and implementation in housing, planning and land administration in the countries of Eastern Europe, the Caucasus and Central Asia, and South-Eastern Europe	(a) (i) The number of new countries engaged in an ECE results-oriented assessment of their housing policies and land administration systems (ii) The number of countries that reported to have taken measures to improve housing policies and land management practices

(b) Strengthened implementation by countries of ECE guidelines on social housing, land administration, housing management and finance	(b) The number of countries that reported to have taken measures to implement ECE recommendations and guidelines
(c) Enhanced national policy formulation on population issues to meet the challenges of demographic change	(c) The number of countries that have adjusted their policies or introduced new measures in the policy areas decided upon at the 2007 ECE Ministerial Conference on Ageing, held in León, Spain

Strategy

16.41 The responsibility for the subprogramme is vested in the Environment, Housing and Land Management Division. The subprogramme will aim at promoting the implementation of the ECE strategy for a sustainable quality of life in human settlements in the twenty-first century and the Ministerial Declaration on Social and Economic Challenges in Distressed Urban Areas in the ECE Region. This will contribute to social inclusion through the development of affordable housing, further addressing effective management of multifamily housing estates as well as to improved land administration and spatial planning.

16.42 In order to contribute to efficient and transparent governance and improvement of the urban environment, continued efforts will be made to analyse the existing housing situation, including maintenance, renewal and new construction, to review housing policies, to provide policy recommendations and to carry out capacity-building activities at the national and local levels. The subprogramme will also promote the use by member States of ECE guidelines in the areas of housing, spatial planning and land administration. The upgrade of land and real estate systems will be further supported in order to provide secure ownership in land, investment and other private and public rights in real estate. Regional model programmes and pilot projects as well as public-private partnerships will be encouraged.

16.43 The integration of housing policy with spatial planning, land administration, population and environmental policy will be strengthened. Such cross-sectoral issues as the energy efficiency of the housing sector and the housing needs of the elderly will be addressed.

16.44 The population component of the subprogramme will promote the implementation of the commitments of the 2007 ECE Ministerial Conference on Ageing, inter alia, aimed at meeting the challenges arising from demographic change and releasing the unused potential embedded in some population groups, in particular, older persons. A region-wide cooperation programme of data collection and research on issues related to population ageing, intergenerational collaboration, gender relations, family and fertility will continue to be implemented. Good practices will be exchanged and national capacities for policy formulation in response to population ageing will be developed.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit
57/253	World Summit on Sustainable Development
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/274	Role of the United Nations in promoting development in the context of globalization and interdependence
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/1	2005 World Summit Outcome
61/4	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
61/13	Cooperation between the United Nations and the Council of Europe
61/16	Strengthening of the Economic and Social Council
61/210	Integration of the economies in transition into the world economy
62/79	Cooperation between the United Nations and the Eurasian Economic Community
62/98	Non-legally binding instruments on all types of forests
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2006/14	Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system

2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
2007/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic and Social Council decision

1997/224	Declaration on the Strengthening of Economic Cooperation in Europe and Plan of Action

Economic Commission for Europe decisions

E/ECE/RW.2/2000/7	ECE Report from the Regional Preparatory Meeting on the 2000 Review of Implementation of the Beijing Platform for Action, January 2000
E/ECE/1434/Rev.1	Work Plan on ECE Reform

Subprogramme 1
Environment

General Assembly resolutions

58/217	International Decade for Action, "Water for Life", 2005-2015
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolution

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development

Economic Commission for Europe decision

ECE/AC.21/2002/8	Declaration on the establishment of a Transport, Health and Environment Pan-European Programme (THE PEP) adopted by the Second High-level Meeting on Transport, Environment and Health

Subprogramme 2
Transport

General Assembly resolutions

58/9	Global road safety crisis
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
60/5	Improving global road safety
62/204	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic and Social Council resolutions

1999/65	Reconfiguration of the Committee of Experts on the Transport of Dangerous Goods into a Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals
2007/6	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals
2007/16	Europe-Africa fixed link through the Strait of Gibraltar

Economic Commission for Europe decision

ECE/AC.21/2002/8	Declaration on the establishment of a Transport, Health and Environment Pan-European Programme (THE PEP) adopted by the Second High-level Meeting on Transport, Environment and Health

Subprogramme 3
Statistics

General Assembly resolution

61/143	Intensification of efforts to eliminate all forms of violence against women

Economic and Social Council resolutions

1993/5	1993 System of National Accounts
2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity

Economic Commission for Europe decision

C (47)	The Fundamental Principles of Official Statistics in the Region of the Economic Commission of Europe

Subprogramme 4
Economic cooperation and integration

General Assembly resolutions

60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
61/12	Cooperation between the United Nations and the Economic Cooperation Organization
62/199	Role of the United Nations in promoting development in the context of globalization and interdependence
62/204	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic and Social Council resolutions

2004/64	International Conference on Financing for Development
2007/30	Follow-up to the International Conference on Financing for Development

Subprogramme 5
Sustainable energy

General Assembly resolutions

62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/197	Promotion of new and renewable sources of energy

Economic and Social Council resolution

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development

Economic and Social Council decisions

1997/226	United Nations International Framework Classification for Energy Reserves/Resources: Solid Fuels and Mineral Commodities
2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources

Subprogramme 6
Trade

General Assembly resolutions

58/230	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
60/252	World Summit on the Information Society
62/184	International trade and development
62/199	Role of the United Nations in promoting development in the context of globalization and interdependence
62/204	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic and Social Council resolutions

1991/76	Promotion of interregional cooperation in the area of international trade facilitation
2004/64	International Conference on Financing for Development
2006/46	Follow-up to the World Summit on the Information Society and review of the Commission on Science and Technology for Development

Economic and Social Council decision

1997/225	Economic Commission for Europe Recommendation 25, entitled "Use of the UN/EDIFACT Standard"

Subprogramme 7
Timber and forestry

General Assembly resolutions

54/218	Implementation of and follow-up to the outcome of the United Nations Conference on Environment and Development and the nineteenth special session of the General Assembly
61/193	International Year of Forests, 2011

Economic and Social Council resolution

2006/49	Outcome of the sixth session of the United Nations Forum on Forests

Subprogramme 8
Housing, land management and population

General Assembly resolutions

57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
59/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
61/208	International migration and development
62/130	Follow-up to the Second World Assembly on Ageing

62/198	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

United Nations Commission on Population and Development decisions

E/2004/25- E/CN.9/2004/9	Resolution on the Follow-up to the Programme of Action of the International Conference on Population and Development

Economic Commission for Europe decisions

ECE/AC.23/2002/2/ Rev.6	Regional Implementation Strategy for the Madrid International Plan of Action on Ageing, 2002
ECE/AC.30/2007/6	Leon Ministerial Declaration, "A Society for all Ages: Challenges and Opportunities"
ECE/HBP/120	Strategy for a sustainable quality of life in human settlements in the twenty-first Century, endorsed at a ministerial meeting in 2000
ECE/HBP/142/ Add.1	Ministerial Declaration on "Social and Economic Challenges in Distressed Urban Areas in the UNECE Region", adopted in 2006

Programme 17

Economic and social development in Latin America and the Caribbean

Overall orientation

17.1 The overall purpose of the programme is to promote the economic and social development of Latin America and the Caribbean through interactive cooperation with member States, by undertaking a comprehensive analysis of the development process and providing the relevant operational services.

17.2 The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission for the purpose of contributing to and coordinating action towards the economic development of the region and reinforcing economic relationships among the countries of the region as well as worldwide. In 1996 it was decided, in its resolution 553 (XXVI), that the Commission would, inter alia, collaborate with member States in analysing the development process of formulating, evaluating and monitoring public policies to provide operational services on specialized information, advisory services, training and support in regional and international cooperation.

17.3 The Economic Commission for Latin America and the Caribbean will continue to pursue key objectives shared by all the regional commissions, to foster economic integration at the subregional and regional levels, to promote implementation of internationally agreed development goals, including the Millennium Development Goals and to support sustainable development by helping to bridge economic, social and environmental gaps between its member countries and subregions. To achieve those objectives, the Commission will continue conducting multilateral dialogue, sharing knowledge and networking at the regional level, and will promote intraregional and interregional cooperation between regional commissions and through collaboration with other regional organizations.

17.4 The Commission's overall strategy for achieving the objectives of the programme is structured around 12 interdependent and complementary subprogrammes implemented through an integrated and multidisciplinary approach. In formulating the present biennial plan, the basic guidelines and overarching orientation for the work to be undertaken in the biennium 2010-2011 were drawn from the internationally agreed development goals stemming from the major United Nations conferences and summits in the economic and social fields, including those set forth in the United Nations Millennium Declaration and the 2005 World Summit Outcome.

17.5 The economic and social performance of Latin America and the Caribbean since 2003 has been encouraging as the region enjoyed expansion resulting mainly from favourable conditions in the world economy. The region has achieved significant improvements in reducing its external vulnerability as a result of sound macroeconomic policies and progress in the social sphere, particularly in reducing poverty levels as well as the levels and quality of employment. The region recorded an increase in per capita gross domestic product of 16 per cent, while simultaneously maintaining a current account surplus in the balance of payments.

Sustaining those positive features will largely depend on a favourable and lasting international environment and on how the region addresses emerging challenges in its development processes.

17.6 In the context of globalization, the region has been unable to benefit fully from the opportunities offered by competitive integration with the international economy. The region has strongly felt the effects of the existing inequalities and risk owing to, inter alia, the limited progress achieved in the multilateral trade negotiations and the international economic order. The region still faces the challenge of transforming current growth into long-term assets to enhance its position in the world markets. Success will largely depend on how efficiently the countries can enhance their capabilities to forge public-private partnerships in implementing productive development strategies.

17.7 Although the region has recorded improvements in social spending, life expectancy, infant mortality and gender equity in education, it remains the world's least equitable in terms of the distribution of income and wealth. Poverty still affects on average 35 per cent of the population, and social vulnerabilities represent causes of the significant internal and international migratory flows affecting the region's growth. Such problems continue to erode social cohesion, generate tensions within countries and accentuate the fragility of democracies and their institutions.

17.8 The region remains vulnerable to natural disasters and the impacts of climate change, especially in the Caribbean Rim and the Central American subregion, and it is facing challenges relating to the deterioration of its natural resources and biodiversity.

17.9 The basic development challenges facing the region in the medium and long term could be summarized as the need to deepen the progress made in poverty reduction; to sustain the improvements achieved in the macroeconomic sphere while stepping up advances through counter-cyclical policies to avoid excessive exchange rate appreciation and fiscal vulnerabilities; to create an enabling environment that will boost investment opportunities; to enhance its global position and foster productive diversification; to strengthen social cohesion; and to broaden and increase the scale and efficiency of social spending to invest in human capital formation. To meet those challenges, the Commission will focus the programme of work in the biennium 2010-2011 on the following priorities:

(a) Consolidating the progress achieved in macroeconomic stability and further enhancing policies that reduce vulnerability;

(b) Increasing the region's productive potential and reducing productivity gaps;

(c) Improving the region's position in the international economy and fostering long-term productive development strategies with the appropriate forms of public-private partnerships and participation;

(d) Promoting a social covenant by improving social cohesion, reducing social risks and reinforcing gender mainstreaming in public policies;

(e) Enhancing sustainable development policies and addressing the economic and social impacts of climate change;

(f) Strengthening public management;

(g) Improving institution-building related to the management of global and transboundary issues at the regional level.

17.10 To that end, the strategy will emphasize analytical, advocacy and capacity-building work. The focus will be on the formulation of public policies and the facilitation of their practical implementation by providing operational services in the areas of specialized information, technical assistance and training, and by fostering cooperation and sharing best practices at the regional (South-South cooperation) and international levels. The Commission will continue to work on the integrated follow-up to the world summits from a regional perspective, in particular on the monitoring and evaluation of the region's progress towards the accomplishment of the Millennium Development Goals. For that purpose, the Commission will continue to carry out analytical and normative work in the region to complement the role of the resident coordinator in terms of operational work at the country level to enhance United Nations system-wide coherence. Furthermore, the Commission will reinforce its leading role as the convener of the regional coordination meeting of all specialized agencies, funds and programmes of the United Nations system in the region, its active participation in the United Nations Development Group and its mechanism already in place. Close collaboration will also be enhanced with other inter-American, Ibero-American and Bretton Woods institutions such as the Organization of American States (OAS), The Ibero-American Secretariat, Inter-American Development Bank (IADB), International Monetary Fund (IMF) and World Bank. To further enhance its development function, the Commission will also strengthen its collaboration with private sector associations, non-governmental organizations, think tanks and universities to promote policy dialogues and to engage them in the implementation of the development agenda of the Latin American and Caribbean countries.

17.11 Consultations have taken place among concerned entities of the Executive Committee of Economic and Social Affairs at the thematic cluster level. The consultations are expected to lead to more strategic planning and coordinated programmes in major common work areas of the United Nations Secretariat in the social and economic sectors.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

Objective of the Organization: to enhance regional cooperation and integration schemes at the subregional, regional and hemispheric levels through strengthening linkages between Latin American and Caribbean countries and the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of member States to participate effectively in global and regional trade flows and value-chains by formulating and implementing trade policies and export development strategies	(a) (i) Increased number of countries in the region that have adopted trade policies and export development strategies in line with ECLAC recommendations

	(ii) Increased number of downloads of the flagship publication *Latin America and the Caribbean in the World Economy* and other selected publications whose contents provide relevant information, policy analysis and recommendations for action
(b) Strengthened capacity of stakeholders in ECLAC member countries for negotiating and managing trade agreements at the subregional, regional and multilateral levels and assessing the impact of trade policy on other areas of development, including the impact of trade on poverty	(b) (i) Increased number of countries and stakeholders adopting policies, mechanisms and measures in line with ECLAC recommendations in the areas of negotiation and management of trade agreements and their impacts on other areas of development
	(ii) Increased percentage of the main beneficiaries of technical cooperation activities offered by the subprogramme who evaluate them as "useful" or "very useful" for negotiating and managing trade agreements

Strategy

17.12 Substantive responsibility for the subprogramme rests with the International Trade and Integration Division in collaboration with the Commission's office in Washington. The strategy to be followed will take special account of the relevant provisions relating to the goals and targets set forth in the outcomes of the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration and the 2005 World Summit Outcome, particularly those related to the global partnership for development. The subprogramme will assist member States in drawing on the potential benefits of and addressing the main challenges posed by the globalized world economy, to further develop an open, rule-based, predictable, non-discriminatory trading system and to deepen and expand the economic integration processes of member States within the region and with other regions.

17.13 The strategy will contribute to strengthening the position of member States in the global economy by assisting its stakeholders in the following areas: (a) assessment of the key analytical and policy issues associated with multilateral trade negotiations; the negotiation, implementation and administration of trade agreements at all levels; and the monitoring of compliance; (b) assessment of the economic and social impact of trade policy, including poverty reduction, and the evaluation of existing trade agreements; (c) follow-up to the major national debates on the modalities, operations and principal decisions of subregional integration schemes and analysis of their economic and social impacts, including poverty; (d) analysis of the impact that bilateral free trade agreements may have on the dynamics of regional integration and policy proposals; (e) studies on economic and trade relations of the region with Asia and the Pacific, with special emphasis on technical assistance directed towards Governments and business organizations;

(f) identification, implementation and monitoring of aid for trade initiatives, including trade facilitation measures, with appropriate technical assistance and proactive policy proposals directed towards member States and the business community in that area; (g) analysis, technical assistance and capacity-building to support innovation and technological progress for trade diversification and greater international competitiveness, not only in manufactures exports but also in natural resource-based sectors; and (h) analysis of links between trade and sustainable development.

17.14 The strategy will be aimed at generating knowledge, evaluating experience, assessing proposed trade-related measures to address the challenges in the aforementioned areas and adopting a problem-solving approach to support decision-making by the main stakeholders. That approach will further strengthen the role of the Commission as a forum for policy discussion and exchange of experience and as a catalyst for consensus-building in areas of importance for the countries in the region. The strategy will also include the provision of advisory services and other capacity-building activities to support countries of the region in their efforts to strengthen and improve their human and institutional capacities relating to the above-mentioned areas. Finally, the subprogramme will promote regular interaction among stakeholders from both public and private sectors and will foster greater collaboration with other United Nations entities working on trade as well as with international financial organizations, regional development banks and regional integration agencies.

Subprogramme 2
Production and innovation

Objective of the Organization: to foster production, innovation and productivity with due consideration to the economic, social and environmental dimensions and the linkages with the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of ECLAC member States to reduce productivity gaps both within countries and between the region and the rest of the world	(a) (i) Increased number of countries adopting policies or measures aimed at reducing productivity gaps in line with ECLAC recommendations
	(ii) Increased percentage of participants rating the technical cooperation activities organized by the subprogramme as "useful" or "very useful" for their work in relation to reducing productivity gaps
(b) Strengthened capacity of ECLAC stakeholders to formulate policies and strategies to enhance the competitiveness of their production structures	(b) (i) Increased number of ECLAC stakeholders receiving comprehensive technical assistance services that take actions or adopt policy measures in line with ECLAC recommendations in the areas of productive development

strategies

(ii) Increased number of downloads of the subprogramme's flagship publication *Foreign Investment in Latin America and the Caribbean*, *Agricultural Panorama of Latin America and the Caribbean* and other selected publications whose contents provide relevant policy analysis and recommendations for action

Strategy

17.15 The execution of the subprogramme will be the responsibility of the Division of Production, Productivity and Management in close collaboration with the Commission's office in Brasilia. The strategy to be followed will take special account of the relevant provisions relating to the goals and targets set forth in the outcomes of the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration and the 2005 World Summit Outcome, particularly those related to the global partnership for development.

17.16 The subprogramme strategy will be aimed at strengthening the development of the productive sectors and reducing productivity gaps in Latin America and the Caribbean, in particular with relation to the following: (a) industry, agriculture and services; (b) foreign investment and transnational corporations; (c) national economic agents, ranging from microenterprises to conglomerates, and the relations between public and private agents; and (d) innovation and new technologies, with special emphasis on information and communications technology. To that end, the subprogramme will generate economic analyses and applied research, disseminate the results and offer policy recommendations to Governments and other relevant stakeholders. The strategy will also include the provision of technical assistance and specific training services to promote the exchange of experiences and good practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels. Meetings, seminars and electronic forums will be organized. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge. In the area of training, workshops and courses will be developed to help improve the technical capacities of beneficiaries. In that connection, the subprogramme will develop an analytical framework for promoting the understanding of the productive development process and its determinants and policy implications; of the behaviour and performance of the economic agents; of their competitive interaction; and of the innovation process in the region. The main beneficiaries of the subprogramme will be government authorities and public officials of the countries in the region as well as a variety of civil society organizations, academic and private-sector institutions, local, regional and subregional organizations and other organizations concerned with pertinent issues. Finally, the subprogramme will continue to carry out consultations and work in close collaboration with the specialized agencies, funds and programmes of the United Nations system and other agents at the regional and international levels concerned with the specific sectoral issues indicated above.

Subprogramme 3
Macroeconomic policies and growth

Objective of the Organization: to increase long-term growth in Latin American and Caribbean countries by enhancing the design and implementation of suitable macroeconomic policies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of policymakers and other stakeholders of Latin America and the Caribbean to design and implement consistent short-term macroeconomic policies within a long-term growth-enhancing framework	(a) (i) Increased number of countries taking policy actions in line with ECLAC recommendations in the area of short-term macroeconomic policies (ii) Increased number of downloads of the subprogramme's flagship publications *Economic Survey of Latin America and the Caribbean* and *Preliminary Overview of the Economies of Latin America and the Caribbean* whose contents provide relevant policy analysis and recommendations for action
(b) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to design and implement policies and instruments to foster long-term growth and facilitate macroeconomic integration	(b) (i) Increased number of countries taking actions to foster long-term growth and facilitate macroeconomic integration in line with ECLAC recommendations (ii) Increased percentage of participants in networks organized by the subprogramme that consider the work of the forums and their policy recommendations as "useful" or "very useful" for long-term growth and macroeconomic integration

Strategy

17.17 Substantive responsibility for the execution of the subprogramme rests with the Economic Development Division in collaboration with the Commission's offices in Brasilia and Buenos Aires. The strategy to be followed will take special account of relevant provisions relating to the goals and targets set forth in the outcomes of the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration and the 2005 World Summit Outcome. In particular, it will place emphasis on those referring to the eradication of extreme poverty and hunger, in order to develop a global partnership for development, which will include the commitment to further develop an open, rule-based, predictable, non-discriminatory trading and financial system, and to deal comprehensively with the debt problems of developing countries through national and international measures. In working towards those goals and targets, the subprogramme will cooperate and interact with other entities of the United Nations system and other regional and subregional institutions working in the area of development.

17.18 The focus of the subprogramme will be on applied research, supporting the setting up and operation of networks for the sharing of experiences and good practices and the provision of technical cooperation activities, advisory services and policy recommendations to Governments, central banks and other relevant stakeholders concerned with the region's macroeconomic performance. Those efforts will be complemented with a view to addressing the challenges of consolidating long-term economic growth with an enabling environment to achieve stability, more equitable patterns of income distribution and poverty eradication. The subprogramme will organize its work around two main thematic areas, namely the overview and sectoral review of the performance of Latin American and Caribbean economies and the analysis of development strategies and economic and social policies in the region. The issues to be dealt with will include the implementation of counter-cyclical monetary and fiscal policies; the development of financial systems, instruments and institutional mechanisms favouring access to financing for all population sectors; the reduction of external vulnerability; the strengthening of more inclusive labour market policies; the reinforcement of export linkages with the rest of the productive structure; and the progress of macroeconomic policy coordination and integration in the region.

Subprogramme 4
Social development and equity

Objective of the Organization: to accelerate poverty reduction and the achievement of social equity and cohesion in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of the region's Governments and other stakeholders to address the structural and emerging social risks affecting various socio-economic groups	(a) (i) Increased number of countries adopting social protection programmes and policies with a rights-based approach and due consideration to achieving the Millennium Development Goals
	(ii) Increased number of downloads of the subprogramme's flagship publication *Social Panorama of Latin America* and other selected publications whose contents provide relevant analysis and recommendations for social policy formulation and implementation
(b) Strengthened capacity of Governments to enhance social policy institutions and develop policy tools to maximize social impact, particularly with a view to reducing poverty and inequality	(b) (i) Increased number of countries adopting new institutional social frameworks combining market, State and family policies

(ii) Increased percentage of beneficiaries of technical cooperation activities implemented by the subprogramme that consider recommendations received as "useful" or "very useful" for their work in social policymaking

Strategy

17.19 The Social Development Division will be responsible for the implementation of the subprogramme. The strategy will take into account the internationally agreed development goals stemming from the major United Nations conferences in the economic and social fields, including those set forth in the Millennium Declaration. In particular, technical cooperation services will be provided to the countries of the region to follow up on the plans of action adopted at United Nations international conferences and summits in the social sphere.

17.20 The strategy will consist in developing applied research, generating analyses, disseminating the results and formulating policy recommendations to strengthen the capacity of stakeholders to make sound diagnoses of social issues for application in policies and programmes. Another important element of the strategy will be to strengthen the existing networks to generate, update and disseminate relevant information and facilitate the exchange of experiences and good practices among policymakers, scholars and other interested stakeholders. The main beneficiaries of the subprogramme will be government authorities and officials of the countries of the region, especially those concerned with the formulation, implementation and management of social policies, programmes and projects as well as regional and subregional organizations; universities and other academic institutions; research centres; and non-governmental organizations. The main thematic issues to be addressed will be geared towards social development and equity in the region with a view to achieving greater social cohesion. Emphasis will be placed on the following thematic issues: (a) the implementation of social protection systems based on financially sustainable mechanisms and integral solidarity frameworks; (b) the efficient use of public resources to implement broad-based policies with emphasis on the employability of family members of working age; (c) social institution-building to guide public and private efforts to cut off the intra- and intergenerational transmission of poverty; (d) the promotion of new social approaches and development of comprehensive programmes to support progress for all societal groups, including the poor and middle-income strata; and (e) the regulation of interactions between the main institutions involved in the social protection networks for achieving a social covenant, namely the State, the market and families. With that aim, the subprogramme will serve as a forum to catalyse policy dialogue in relation to the regional agenda for poverty eradication and reduction of inequalities. In addition, the subprogramme will continue to follow-up on the outcomes of the major social summits sponsored by the United Nations as well as on outcomes with regional coverage such as those of the Rio Group, Ibero-American, and European Union-Latin America and the Caribbean summits, whose agendas focus primarily on social issues. Finally, the subprogramme will continue to consult and work in close collaboration with the specialized agencies, funds and programmes of the United Nations system and with other stakeholders at the regional and international levels concerned with social issues.

Subprogramme 5
Mainstreaming the gender perspective in regional development

Objective of the Organization: to achieve the mainstreaming of the gender equity agenda into the principal policies of the Governments of the Latin American and Caribbean countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in adopting a gender perspective by countries of the region to follow up on all internationally agreed development goals contained in the United Nations major conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration, the 2005 World Summit Outcome, the Convention on the Elimination of All Forms of Discrimination against Women and the relevant regional consensus	(a) (i) Increased number of countries that have integrated additional indicators proposed by ECLAC into their databases and official documents to follow up on the Millennium Development Goals, the Convention and the commitments of the Regional Conference on Women in Latin America and the Caribbean (ii) Increased number of gender mainstreaming policies that utilize or have resulted from the use of the indicators adopted by ECLAC to follow up on Millennium Development Goal 3, particularly in the promotion of women's economic independence and the monitoring of gender violence
(b) Progress in the implementation of the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to political participation, recognition of women's unpaid work and the eradication of poverty and gender violence	(b) (i) Increased percentage of countries receiving technical cooperation from ECLAC to support their efforts to implement the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean and to follow up on the internationally agreed development goals contained in the Millennium Declaration that implement such recommendations (ii) Increased number of programmes or public policies adopted by the countries of the region in response to the agreements of the tenth session of the Regional Conference on Women in Latin America and the Caribbean

Strategy

17.21 Substantive responsibility for the execution of the subprogramme rests with the Women and Development Division of the Commission. The strategy will take special account of the provisions relating to the goals and targets set forth in the major United Nations human rights instruments and mandates. The subprogramme will also concentrate on developing new knowledge that sheds light on the nature of the problems that have arisen in the sphere of gender policies in the region, incorporating that knowledge into the capacity-building strategy in the countries of the region and, above all, into the gender mainstreaming strategy of national mechanisms for the advancement of women. It will also continue to support the collection of basic data on the situation of women and men, the development of gender indicators and the provision of technical assistance for capacity-building to sectoral ministries and selected entities, such as national statistical offices. The subprogramme will also support the sharing of experiences and good practices among member States of the Regional Conference on Women in Latin America and the Caribbean. Other stakeholders from academia and relevant sectors of civil society will be included in the subprogramme's activities as beneficiaries.

Subprogramme 6
Population and development

Objective of the Organization: to improve the incorporation of population issues into development policies and programmes in countries of Latin America and the Caribbean

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ECLAC stakeholders to monitor population trends and tackle population and development issues for use in socio-demographic programming	(a) (i) Increased number of ECLAC stakeholders generating demographic knowledge and information on population and development in conjunction with the subprogramme within the framework of the 2010 census round (ii) Increased number of downloads of CELADE publications whose contents provide relevant policy analysis and recommendations for action and of CELADE data on population issues
(b) Increased technical capacity of ECLAC member States to monitor progress in the implementation of the recommendations and goals of the Programme of Action of the International Conference on Population and Development and other international agreements related to those issues	(b) Increased number of new or additional actions taken by ECLAC stakeholders to monitor and implement the goals and recommendations of the Programme of Action of the International Conference on Population and Development, the Madrid International Plan of Action on Ageing, 2002, the relevant goals and objectives of the Millennium Declaration and other relevant international recommendations and agreements related to population and development

Strategy

17.22 The Latin American and Caribbean Demographic Centre (CELADE) of the Population Division of the Commission will be responsible for the implementation of the subprogramme. The strategy applied by the subprogramme will focus on continuing to provide support to the Ad Hoc Committee on Population and Development sessions and to the countries of the region, in follow-up to the Programme of Action of the International Conference on Population and Development, in fulfilment of the regional strategy for the implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, and in monitoring the goals and objectives of the United Nations major conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration, the 2005 World Summit Outcome and the outcomes of other relevant international conferences.

17.23 In order to help the region face those challenges, the subprogramme will continue to strengthen the technical and institutional capacity of stakeholders in the Commission's member States to conduct more effective analyses and to incorporate sociodemographic variables in the formulation and application of their development policies and programmes. For that purpose, specialized advisory and technical assistance services will be provided, and meetings and seminars will be held to facilitate horizontal cooperation, networking and sharing of successful experiences. The main users of the outputs of the subprogramme will be the authorities and government officials and national statistical offices of the countries of the region, particularly those working on population-related issues in the ministries of planning, social programming, health, education and housing. Other users will include public, private and civil society bodies responsible for the design and management of programmes, policies and projects at the national and local levels in various population-related areas, and universities and other academic institutions interested in such issues. From a methodological and technical viewpoint, the subprogramme will organize its work around the following four essential areas relating to the status of the region's progress in the field of population and development: (a) evolution of the region's demographic growth; (b) generation of data and development of procedures, computer programs and information systems to improve the use of census data, vital statistics and surveys; (c) inclusion of sociodemographic inputs in social programming at the national and local levels for decision-making in the design and application of public policies; and (d) regional cooperation in the area of population and development. Through the use of information and communications technology, particular emphasis will be placed on the dissemination of sociodemographic data to turn such information into a regional public good. The subprogramme will work closely with the United Nations Population Fund (UNFPA), the United Nations Development Programme (UNDP) and the Population Division and Statistics Division of the Department of Economic and Social Affairs of the United Nations; with the other Executive Committee of Economic and Social Affairs entities participating in the population cluster; with specialized bodies such as the Food and Agriculture Organization of the United Nations (FAO), the Pan American Health Organization (PAHO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the United Nations Children's Fund (UNICEF); and with intergovernmental organizations such as the International Organization for Migration (IOM), the Ibero-American Youth Organization, the Inter-American Development Bank and the Ibero-American Secretariat. The subprogramme will also continue its collaboration with the above-mentioned departments, specialized agencies, funds and programmes of the United Nations system, in addition to other interested parties, both to refine methodologies for population estimates and projections and to harmonize the standards for estimations and projections of the population across the Organization. That effort includes serving as lead entity in the inter-institutional working group on international migration.

Subprogramme 7
Planning of public administration

Objective of the Organization: to improve public sector management in the countries of the region with regard to economic and social planning, budgeting and local development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity and sharing of experience among ECLAC member countries to adopt new approaches and address emerging issues regarding planning and budgeting	(a) (i) Increased number of countries adopting new policies and measures in planning and budgeting in line with ECLAC recommendations
	(ii) Increased percentage of survey respondents who consider the analysis and recommendations contained in selected publications of the subprogramme as "useful" or "very useful" for their work in planning and budgeting
	(iii) Increased number of downloads of selected publications on planning and budgeting prepared by the subprogramme whose contents provide relevant policy analysis and recommendations for action
(b) Strengthened capacity and sharing of experience among ECLAC member countries to adopt local development policies	(b) (i) Increased number of countries or regions within countries that take action, adopt policies and measures or implement activities in the area of local development in line with ECLAC recommendations
	(ii) Increased percentage of participants in networks organized by the subprogramme that consider the work of the forums as "useful" or "very useful" to improve their work on local development issues
	(iii) Increased number of downloads of selected publications on local development prepared by the subprogramme whose contents provide relevant policy analysis and recommendations for action

Strategy

17.24 Substantive responsibility for the implementation of the subprogramme rests with the Latin American and Caribbean Institute for Economic and Social Planning, which serves as the Commission's training centre and plays a normative role in the formulation, implementation and evaluation of all training activities offered by the Commission. The strategy to be followed will take special account of the relevant provisions of the internationally agreed development goals, including those set forth in the outcomes of the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration.

17.25 The strategy envisages various modes of action: applied research, dissemination of its results, training courses and the creation and support of knowledge networks. The synergies between the networks and their multiplier effect are expected to increase the impact of the Institute's work. On the one hand, the strategy will be geared towards advancing and strengthening national and subregional institutions from the countries of the region with respect to the tools and practices used in public policy and programme planning, with emphasis on development plans at the national, local, sectoral and institutional levels. On the other hand, the analytical work will be fostered and the organization of specialized forums and networks will be promoted to exchange good practices and lessons learned, and to facilitate the adaptation and application of successful experiences. Training activities will be conducted jointly with other subprogrammes of the Commission to cover wider topics. Online courses will be adopted and strengthened to enable efficiency gains. The dissemination of the subprogramme outputs and activities will also be expanded and intensified by using new information and communications technology. To achieve the subprogramme objectives, the Institute will work in coordination and close collaboration with other ECLAC subprogrammes. The Institute will work directly with its counterpart planning institutions from Governments and relevant public authorities at the regional, national, state and local levels in the countries of the region. Other relevant stakeholders from countries of the region such as other public bodies, private sector, civil society, labour and professional organizations, universities and other academic and research institutions will be included and will benefit from the subprogramme's activities.

Subprogramme 8
Sustainable development and human settlements

Objective of the Organization: to improve the integration of environmental and urban management considerations into economic, social and land-use policies in the framework of sustainable development and climate change

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ECLAC member countries to integrate policies and measures for sustainable development, particularly in relation to climate change and human settlements	(a) (i) Increased number of countries adopting policies, measures or instruments in the areas of climate change, sustainable development and human settlements in line with ECLAC recommendations

	(ii) Increased number of downloads of selected publications and from databases produced under the subprogramme whose contents include relevant analysis and recommendations for action
(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up and make progress in the implementation of international agreements related to sustainable development and to urban development such as the Millennium Declaration, the United Nations Framework Convention on Climate Change and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, the Regional Meeting of Ministers and High-level authorities of the Housing and Urban Development Sector in Latin America and the Caribbean, the Regional Implementation Meeting and the Commission on Sustainable Development process	(b) Increased number of countries that adopt actions to follow up on the commitments of the international agreements related to sustainable development and to urban development in line with ECLAC recommendations

Strategy

17.26 The execution of the subprogramme will be the responsibility of the Sustainable Development and Human Settlements Division of ECLAC, in close coordination with other divisions of the Commission to mainstream the comprehensive approach of sustainable development in the work programme at the department level, in particular regarding climate change and Millennium Development Goal 7. Key milestones in the process at the political and institutional levels will be the forum on the application of sustainable development in the region, to be jointly organized by ECLAC and the Commission on Sustainable Development, the United Nations Framework Convention on Climate Change process and the follow-up of the agreements of the regional plan of action of the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean.

17.27 In the operational dimension, lines of work will reflect synergies between different types of activities, namely the elaboration of national case studies, the provision of technical assistance and training courses, the organization of regional and subregional discussion forums, and the promotion of political dialogues at the country level. The scope of the subprogramme will encompass the following: (a) the evaluation of progress made in sustainable development patterns in the region, including those related to urban development and human settlements, with particular emphasis on the economic and social impacts of climate change in the United Nations Framework Convention on Climate Change; and (b) the integration of public policies and institutional development for environmental management, including urban and land use issues. The main beneficiaries of the subprogramme will be the decision-making authorities responsible for sustainable development and those of human settlements. Other beneficiaries include regional and subregional organizations, universities, academic research centres, and business sector and non-governmental organizations with an interest in the above-mentioned areas. The strategy will also include creating networks with a wide range of stakeholders in the environmental sphere and the economic and social sectors related to climate change, including government institutions, civil society organizations, private sector representatives and relevant sectoral bodies. Other essential elements include establishing links between the national focal points for sustainable development, the Forum of Ministers of the Environment of Latin America and the Caribbean and the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean. The subprogramme will continue to hold consultations and to undertake joint actions with the specialized agencies, programmes and funds of the United Nations system (UNDP, UNEP and the United Nations Human Settlements Programme (UN-Habitat)) and the Commission on Sustainable Development, as well as with development banks addressing environmental issues, the Inter-American Development Bank and the World Bank to generate synergetic collaboration.

Subprogramme 9
Natural resources and infrastructure

Objective of the Organization: to foster competitiveness and socio-economic development through the sustainable management of natural resources and infrastructure services in countries of Latin America and the Caribbean

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services	(a) (i) Increased number of countries adopting policies and measures in the areas of sustainable management of natural resources and provision of public utilities and infrastructure services in line with ECLAC recommendations
	(ii) Increased percentage of participants rating the technical activities organized by the subprogramme as "useful" or "very useful" for their work in sustainable management of natural resources and infrastructure services
(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on sustainable management of natural resources and provision of public utilities and infrastructure services	(b) Increased number of public, academic, regional and business institutions taking action to harmonize policies in management of natural resources and/or provision of infrastructure services in line with ECLAC recommendations

Strategy

17.28 The Natural Resources and Infrastructure Division will be responsible for implementing the subprogramme, in close coordination with other subprogrammes of the Commission. The strategy will include providing stakeholders of the region with analytical studies and systematized information and data in respect of the regulation and management of natural resources and the provision of public utilities and infrastructure services in the context of the development goals deriving from the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration and the 2005 World Summit Outcome.

17.29 Priority will be given to the provision of technical assistance services to countries, at their request, in the regulation and management of mineral, energy and water resources, with particular emphasis on the economic and social impacts of climate change, environmental and energy sustainability, and in the regulation of the provision of public utilities and infrastructure services. Support will be given to forums on new policy options and the functioning of knowledge networks for sharing good practices and lessons learned. The subprogramme will also carry out training activities for decision makers, public officials and experts in the above-mentioned areas. The main beneficiaries of the outputs of the subprogramme will be government authorities and officials of countries in the region, especially those concerned with areas of management for the sustainable development of natural resources, energy issues, infrastructure and transport services. Other beneficiaries will include regional and subregional organizations; universities; academic research centres; and technical and professional and labour and business organizations with an interest in the above-mentioned areas. The subprogramme will continue to consult and work in close collaboration with the bodies and programmes of the United Nations system that participate in the Commission on Sustainable Development and with other organizations concerned with the areas of mining, energy and water resources, including the Latin American Energy Organization, the Latin American Mining Organization, the Latin American Parliament, the Global Water Partnership, the Initiative for Regional Infrastructure Integration in South America, the Inter-American Committee on Ports of the OAS, the American Association of Port Authorities, the International Association of Maritime Economists, the Central American Commission on Maritime Transport and bilateral and multilateral organizations such as the World Bank, IADB, Andean Development Corporation and Fund for the Development of the River Plate Basin, among others.

Subprogramme 10
Statistics and economic projections

Objective of the Organization: to foster the use and incorporation of accurate and timely statistical information in economic and social policies in countries of the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas	(a) (i) Number of countries in the region that make satisfactory progress in implementing the System of National Accounts 1993 and incorporated satellite accounts, in accordance with international recommendations and their own requirements
	(ii) Increased number of countries in the region that make satisfactory progress towards the collection of data and the production of indicators to follow-up on the Millennium Development Goals
(b) Increased technical capacity of ECLAC member States to monitor economic, social and environmental trends and to formulate evidence-based policies	(b) (i) Increased number of countries that take action to implement ECLAC recommendations to monitor economic, social and environment trends and formulate evidence-based policies
	(ii) Increased number of downloads from CEPALSTAT and the *Statistical Yearbook for Latin America and the Caribbean*

Strategy

17.30 The Statistics and Economic Projections Division will be responsible for the implementation of the subprogramme. Given its interdisciplinary nature, it will work in close collaboration with other ECLAC divisions, to which it will continue to provide services.

17.31 The strategy will focus on providing secretariat services to the meetings and Executive Committee of the Statistical Conference of the Americas of ECLAC, the intergovernmental body subsidiary to the Commission that sets cooperation priorities for statistical development in the region. The subprogramme will provide specialized advisory services and technical cooperation to strengthen the countries' technical and institutional capacities in the statistical field as well as to organize meetings and seminars to facilitate the sharing of experiences and to promote horizontal cooperation in the field. Support will also be given to the development of networks to strengthen the harmonization and coordination of statistical data among countries, in particular within regional and subregional integration schemes. From the methodological and technical viewpoints, the subprogramme has identified essential areas relating to the current status of the region's statistical development for the creation of a modern information system to support decision-making processes in economic and social policy. Such areas cover a range of statistics, including national accounts, economic and environmental statistics, social indicators and statistics, economic and social modelling and projections, and information dissemination. Each area includes both conventional statistical development activities that continue to be relevant to national statistical systems and new methodologies demanded by Governments and civil society to address emerging issues. The subprogramme will place its pool of statistical and methodological information at the disposal of a wide range of stakeholders: government agencies of member States, particularly national statistical offices, central banks and ministries with responsibility for economic and social affairs, as well as business and labour organizations, technical and professional institutions with links to productive sectors, universities, research centres, regional and subregional integration bodies and other public or private entities that need comparable information on the countries of the region. Efforts will be made to bring about closer collaboration with the United Nations Statistical Commission, the other regional commissions, the secretariats of regional integration organizations and the statistical offices of member States and with other international organizations.

Subprogramme 11
Subregional activities in Mexico and Central America

Objective of the Organization: to achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework and to fulfil the internationally agreed development goals, including those set forth in the Millennium Declaration

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of ECLAC stakeholders to address subregional economic and social issues, particularly on poverty eradication	(a) (i) Increased number of ECLAC countries in the subregion adopting policies and measures in the areas of poverty eradication and economic development in line with ECLAC recommendations (ii) Increased percentage of participants rating the technical cooperation activities and courses organized by the subprogramme as "useful" or "very useful" for economic and social policymaking, particularly with respect to poverty eradication
(b) Increased technical capacities of ECLAC stakeholders to design or evaluate policies and measures in the areas of trade, integration and sustainable development	(b) (i) Increased number of ECLAC countries in the subregion adopting policies and measures in the areas of trade, integration and sustainable development in line with ECLAC recommendations

	(ii) Increased percentage of ECLAC stakeholders surveyed that rate the subprogramme's products and services as "useful" or "very useful" for their work in the areas of trade, integration and sustainable development

Strategy

17.32 The ECLAC subregional headquarters for Mexico will be responsible for the execution of this subprogramme, focusing on the countries of the Central American isthmus, Cuba, the Dominican Republic, Haiti and Mexico, and in coordination with other ECLAC subprogrammes on sectoral specialization. The strategy to be followed will take special account of the relevant provisions of the internationally agreed development goals, including those set forth in the outcomes of the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration and the 2005 World Summit Outcome, in particular regarding the eradication of extreme poverty and hunger, the promotion of gender equality and women's empowerment, ensuring environmental sustainability and the building up of a global partnership for development.

17.33 The strategy will aim, firstly, to strengthen the countries' capacity to formulate strategies and policies leading to the achievement of the objective and, secondly, to promote subregional and regional cooperation. It will be focused on the generation, dissemination and application of innovative and sound approaches to tackling development challenges in the subregion. The strategy will also include conducting analytical work and recommending options for public policies for consideration by member States, taking into account their varying national contexts. The subprogramme will strengthen multisectoral and interdisciplinary analysis, the processing and systematization of data for the creation and updating of relevant databases, and the development of analytical models with quantitative and qualitative tools. The subprogramme will complement the dissemination of its substantive outputs with those generated by the ECLAC system as a whole. Close collaboration will continue with national stakeholders and regional integration institutions, to strengthen their capacities through the provision of advisory services, training and internships and through the organization and promotion of forums to facilitate policy dialogue and the exchange of best practices and lessons learned among those countries and with other regions. The main beneficiaries of the subprogramme will be government authorities and officials of the countries of the region, civil society entities, academic and private sector institutions, and subregional and regional entities. The subprogramme will further strengthen the joint initiatives currently carried out with the specialized agencies, funds and programmes of the United Nations system, including through the common country assessment and the United Nations Development Assistance Framework process and the implementation of joint projects.

Subprogramme 12
Subregional activities in the Caribbean

Objective of the Organization: to promote and further strengthen the development process within the Caribbean and enhance the subregion's cooperation with Latin American countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of policymakers and other ECLAC stakeholders in the subregion to formulate and implement economic and social development measures and improve integration in the Caribbean as well as between the Caribbean and the wider Latin American region	(a) (i) Increased number of countries formulating or adopting policies and measures in the areas of economic and social development, trade and integration in line with ECLAC recommendations (ii) Number of references in policy documents, academic literature and mass media to ECLAC publications and data whose contents provide analysis and policy recommendations on development in the Caribbean
(b) Enhanced capacity and technical expertise to follow-up on the major international programmes of action in the economic, social and environmental fields, particularly related to small island developing States and the Mauritius Strategy	(b) Increased number of policies and programmes adopted by Caribbean countries to follow-up on the relevant international programmes of action

Strategy

17.34 Responsibility for the implementation of the subprogramme is entrusted to the ECLAC subregional headquarters for the Caribbean, which also serves as the secretariat for the Caribbean Development and Cooperation Committee. That office will continue to provide technical cooperation and support to member and associate member Governments of the subregion to facilitate public policymaking and decision-making in response to meeting the challenges of sustainable development, globalization and subregional and regional integration.

17.35 A key element of the strategy is to enhance the Committee to serve as a forum for Governments to set priorities on key development issues in the subregion and for assessing and reviewing regional progress towards the achievement of the internationally agreed development goals. Through the partnership arrangements, the subprogramme will promote the sharing of information and good practices among member countries in the Caribbean and with countries of the wider Caribbean and Latin America. For the success of the partnership approach it will be crucial to actively engage subregional institutions such as the Caribbean Community, the Organization of Eastern Caribbean States, the Caribbean Development Bank, the Caribbean Regional Negotiating Machinery, universities and the Association of Caribbean States, as well as the specialized agencies, funds and programmes of the United Nations system. The strategy will also involve the promotion of debate and policy dialogue on critical development concerns facing the Caribbean, through the conduct of analytical work and the transmission of wider regional experiences. In that connection, the strategy will include applied research for the formulation of public policies and the facilitation of their practical implementation by making available technical advisory services, capacity-building initiatives and training in the areas of competency. Efforts will be accelerated to ensure that member countries have the capacity to access reliable data and information and reporting and monitoring systems or to generate the required indicators and statistics essential to monitor progress towards the internationally agreed development goals, including the outcomes of the major United Nations conferences and summits in the economic and social fields, the Millennium Declaration and the 2005 World Summit Outcome. In that respect, the subprogramme will continue to be engaged with the United Nations system in preparing and implementing the United Nations Development Assistance Framework for Committee member countries. Finally, the subprogramme will ensure the integrated follow-up to the implementation of the programmes of action derived from the major international conferences and summits sponsored by the United Nations in the economic and social fields.

Legislative mandates

Overall

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/220	Economic and technical cooperation among developing countries
58/230	Follow-up to the implementation of the outcome of the International Conference on Financing for Development
58/269	Strengthening of the United Nations: an agenda for further change
59/44	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
59/57	A Fair Globalization: Creating Opportunities for All — report of the World Commission on the Social Dimension of Globalization
59/146	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
59/258	Cooperation between the United Nations and the Latin American Economic System
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations

60/188	Follow-up to and implementation of the outcome of the international Conference on Financing for Development
60/204	Role of the United Nations in promoting development in the context of globalization and interdependence
60/212	South-South cooperation
60/215	Towards global partnerships
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
61/169	The right to development
61/191	Follow-up to and implementation of the outcome of the international Conference on Financing for Development
61/207	Role of the United Nations in promoting development in the context of globalization and interdependence
61/211	Third United Nations Conference on the Least Developed Countries
61/213	implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
62/151	Globalization and its impact on the full enjoyment of all human rights
62/161	The right to development
62/165	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and he importance of non-selectivity, impartiality and objectivity
62/187	Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
62/199	Globalization and interdependence
62/203	Third United Nations Conference on the Least Developed Countries
62/209	South-South cooperation
62/211	Towards global partnerships
62/213	The role of the United Nations in promoting a new global human order

Economic and Social Council resolutions

2004/45	San Juan resolution on productive development in open economies
2004/246	Regional cooperation
2004/310	Implementation of and follow-up to major United Nations conferences and summits

2006/39	Admission of Japan as a member of the Economic Commission for Latin America and the Caribbean
2007/5	Admission of the Republic of Korea as a member State of the Economic Commission for Latin America and the Caribbean
2007/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions, including resolution 61/16
2007/30	Follow-up to the International Conference on Financing for Development
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic and Social Council agreed conclusions

2002/1	Agreed conclusions on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role assigned to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration

Economic Commission for Latin America and the Caribbean resolutions

595 (XXIX)	Brasilia resolution on globalization and development
598 (XXX)	Implementation of participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council
608 (XXX)	Promotion of coordination in studies and activities concerning South America
611 (XXX)	Cooperation among developing countries and regions
612 (XXX)	San Juan resolution on productive development in open economies
620 (XXXI)	South-South Cooperation
625 (XXXI)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals
626 (XXXI)	Montevideo resolutions on Shaping the future of social protection: access, financing and solidarity
627 (XXXI)	Admission of Japan as a member State of the Economic Commission for Latin America and the Caribbean
628 (XXXI)	Admissions of the Turks and Caicos Islands as an Associate Member of the Economic Commission for Latin America and the Caribbean

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

General Assembly resolutions

59/221	International trade and development
59/223	External debt crisis and development
59/243	Integration of the economies in transition into the world economy
61/186	International trade and development
61/187	International financial system and development
61/188	External debt crisis and development
61/210	Integration of the economies in transition into the world economy
61/212	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
62/184	International trade and development
62/185	International financial system and development
62/186	External debt and development: towards a durable solution to the debt problems of developing countries
62/204	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America

Subprogramme 2
Production and innovation

General Assembly resolutions

56/182	Science and technology for development
58/207	Human resources development

58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
59/220	World Summit on the Information Society
59/243	Integration of the economies in transition into the world economy
60/138	Improvement of the situation of women in rural areas
60/187	External debt crisis and development
60/200	International Year of Deserts and Desertification, 2006
60/205	Science and technology for development
60/211	Human resources development
61/187	International financial system and development
61/188	External debt crisis and development
61/210	Integration of the economies in transition into the world economy
61/215	Industrial development cooperation
62/182	Information and communication technologies for development
62/185	International financial system and development
62/190	Agricultural technology for development
62/201	Science and technology for development

Economic and Social Council resolutions

2003/19	World Summit on the Information Society
2004/68	Science and technology for development
2004/296	Information and communication technologies for development
2006/46	Follow-up to the World Summit on the Information Society and review of the Commission on Science and Technology for Development
2007/8	Flow of information for the follow-up to the World Summit on the Information Society
2007/36	United Nations Public-Private Alliance for Rural Development

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
549 (XXV)	Coordination for development
608 (XXX)	Promotion of coordination in studies and activities concerning South America

610 (XXX)	Follow-up to the World Summit on the Information Society
629 (XXXI)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean

Subprogramme 3
Macroeconomic policies and growth

General Assembly resolutions

59/223	External debt crisis and development
59/241	International migration and development
60/35	Enhancing capacity-building in global public health
61/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
61/186	International trade and development
61/187	International financial system and development
61/188	External debt crisis and development
61/208	International migration and development
61/214	Role of microcredit and microfinance in the eradication of poverty
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/184	International trade and development
62/185	International financial system and development
62/186	External debt and development: towards a durable solution to the debt problems of developing countries

Economic and Social Council resolution

2006/48	Committee of Experts on International Cooperation in Tax Matters

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
571 (XXVII)	Poverty, population and fiscal expenditures
608 (XXX)	Promotion of coordination in studies and activities concerning South America
615 (XXXI)	International migration

Subprogramme 4
Social development and equity

General Assembly resolutions

58/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
58/132	Implementation of the World Programme of Action concerning Disabled Persons: towards a society for all in the twenty-first century
58/133	Policies and programmes involving youth
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/207	Human resources development
59/148	Policies and programmes involving youth: tenth anniversary of the World Programme of Action for Youth to the Year 2000 and Beyond
59/149	United Nations Literacy Decade: education for all
59/174	Second International Decade of the World's Indigenous People
59/241	International migration and development
60/2	Policies and programmes involving youth
60/35	Enhancing capacity-building in global public health
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/131	Implementation of the World Programme of Action Concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
60/139	Violence against women migrant workers
60/141	The girl child
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/143	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities

60/166	Elimination of all forms of intolerance and of discrimination based on religion or belief
60/211	Human resources development
61/106	Convention on the Rights of Persons with Disabilities
61/140	United Nations Literacy Decade: education for all
61/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
61/147	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
61/148	International Convention on the Elimination of All Forms of Racial Discrimination
61/149	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
61/157	Human rights and extreme poverty
61/161	Elimination of all forms of intolerance and other discrimination based on religion and belief
61/162	Respect for the right to universal freedom of travel and the vital importance of family reunification
61/163	The right to food
61/165	Protection of migrants
61/208	International migration and development
61/214	Role of microcredit and microfinance in the eradication of poverty
61/295	United Nations Declaration on the Rights of Indigenous People
62/126	Policies and programmes involving youth: youth in the global economy — promoting youth participation in social and economic development
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/132	Violence against women migrant workers

62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/141	Rights of the child
62/142	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
62/156	Protection of migrants
62/157	Elimination of all forms of intolerance and of discrimination based on religion or belief
62/164	The right to food
62/220	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action

Economic and Social Council resolutions

2003/11	Policies and programmes involving youth
2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger
2006/15	Promoting youth employment
2006/16	Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities
2006/27	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
2006/29	Crime prevention and criminal justice responses to violence against women and girls
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all

Economic Commission for Latin America and the Caribbean resolutions

564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
571 (XXVII)	Poverty, population and fiscal expenditures
608 (XXX)	Promotion of coordination in studies and activities concerning South America
609 (XXX)	Financing and management of education
615 (XXXI)	International migration

Subprogramme 5
Mainstreaming the gender perspective in regional development

General Assembly resolutions

58/145	Convention on the Elimination of All Forms of Discrimination against Women
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/206	Women in development
58/207	Human resources development
59/168	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
59/174	Second International Decade of the World's Indigenous People
59/248	World survey on the role of women in development
60/35	Enhancing capacity-building in global public health
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/136	In-depth study on all forms of violence against women
60/137	United Nations Development Fund for Women
60/138	Improvement of the situation of women in rural areas
60/139	Violence against women migrant workers
60/141	The girl child
60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
60/210	Women in development
60/230	Convention on the Elimination of All Forms of Discrimination against Women
61/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
61/143	Intensification of efforts to eliminate all forms of violence against women
61/144	Trafficking in women and girls

61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
61/165	Protection of migrants
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/132	Violence against women migrant workers
62/133	Intensification of efforts to eliminate all forms of violence against women
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
62/136	Improvement of the situation of women in rural areas
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/140	The girl child
62/205	Second United Nations Decade for the eradication of poverty (2008-2017)
62/206	Women in development
62/218	Convention on the Elimination of All Forms of Discrimination against Women

Economic and Social Council resolutions

2001/5	Agreed conclusions of the Commission on the Status of Women on thematic issues
2003/44	Agreed conclusions of the Commission on the Status of Women on participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2003/49	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2006/9	Future organization and methods of work of the Commission on the Status of Women

2006/27	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
2006/29	Crime prevention and criminal justice responses to violence against women and girls
2006/36	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic Commission for Latin America and the Caribbean resolutions

558 (XXVI)	Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001
571 (XXVII)	Poverty, population and fiscal expenditures
605 (XXX)	Regional Conferences on Women in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America
615 (XXXI)	International migration
618 (XXXI)	Regional Conferences on Women in Latin America and the Caribbean

Subprogramme 6
Population and development

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
59/174	Second International Decade of the World's Indigenous People
59/241	International migration and development
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/135	Follow-up to the Second World Assembly on Ageing
60/139	Violence against women migrant workers
60/142	Programme of Action for the Second International Decade of the World's Indigenous People

60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
60/169	Protection of migrants
61/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
61/142	Follow-up to the Second World Assembly on Ageing
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
61/149	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
61/165	Protection of migrants
61/208	International migration and development
61/295	United Nations Declaration on the Rights of Indigenous People
62/130	Follow-up to the Second World Assembly on Ageing
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/132	Violence against women migrant workers
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/220	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action

Economic and Social Council resolution

2005/13	2010 World Population and Housing Census Programme

Economic Commission for Latin America and the Caribbean resolutions

555 (XXVI)	Latin American Demographic Centre
556 (XXVI)	Latin American and Caribbean Regional Plan of Action on Population and Development
569 (XXVII)	Latin American and Caribbean Demographic Centre — Population Division of ECLAC

571 (XXVII)	Poverty, population and fiscal expenditures
608 (XXX)	Promotion of coordination in studies and activities concerning South America
615 (XXXI)	International migration
616 (XXXI)	Population and Development: Priority activities for the period 2006-2008

Subprogramme 7
Planning of public administration

General Assembly resolutions

58/231	Public administration and development
59/55	Public administration and development

Economic Commission for Latin America and the Caribbean resolutions

340 (AC.66)	Eighth extraordinary session of the Committee of the Whole of ECLAC
552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
554 (XXVI)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
581 (XXVIII)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning
597 (XXX)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning
608 (XXX)	Promotion of coordination in studies and activities concerning South America
630 (XXXI)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning

Subprogramme 8
Sustainable development and human settlements

General Assembly resolutions

57/253	World Summit on Sustainable Development
58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
59/237	United Nations Decade of Education for Sustainable Development

60/189	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/195	International Strategy for Disaster Reduction
60/196	Natural disasters and vulnerability
60/198	Sustainable mountain development
60/199	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme
60/200	International Year of Deserts and Desertification, 2006
60/203	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/220	Humanitarian assistance and rehabilitation for El Salvador and Guatemala
61/195	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
61/197	Towards the sustainable development of the Caribbean Sea for present and future generations
61/198	International Strategy for Disaster Reduction
61/199	International cooperation to reduce the impact of the El Niño phenomenon
61/200	Natural disasters and vulnerability
61/201	Protection of global climate for present and future generations of mankind
61/204	Convention on Biological Diversity
61/206	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
62/86	Protection of global climate for present and future generations of mankind
62/98	Non-legally binding instrument on all types of forests
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/192	International Strategy for Disaster Reduction

62/193	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
62/194	Convention on Biological Diversity
62/196	Sustainable mountain development
62/197	Promotion of new and renewable sources of energy
62/198	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
62/215	Oceans and the law of the sea

Economic and Social Council resolutions and decisions

2006/49	Outcome of the sixth session of the United Nations Forum on Forests

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
594 (XXIX)	World Summit on Sustainable Development
602 (XXX)	Monitoring Sustainable Development in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America

Subprogramme 9
Natural resources and infrastructure

General Assembly resolutions

58/210	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme 1996-2005
58/217	International Decade for Action, "Water for Life", 2005-2015
58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
60/5	Improving global road safety
60/189	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session

60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/199	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme
60/208	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
61/195	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
61/201	Protection of global climate for present and future generations of mankind
61/212	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
62/86	Protection of global climate for present and future generations of mankind
62/98	Non-legally binding instrument on all types of forests
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/196	Sustainable mountain development
62/197	Promotion of new and renewable sources of energy

Economic and Social Council resolutions and decisions

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development (subprogrammes 8 and 9)
2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources
2006/49	Outcome of the sixth session of the United Nations Forum on Forests

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges

602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America

Subprogramme 10
Statistics and economic projections

General Assembly resolutions

58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
60/131	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean
2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity

Economic Commission for Latin America and the Caribbean resolutions

580 (XXVIII)	Establishment of the statistical conference of the Americas of the Economic Commission for Latin America and the Caribbean
599 (XXX)	Statistical Conferences of the Americas of the Economic Commission for Latin America and the Caribbean
617 (XXXI)	Statistical Conferences of the Americas of the Economic Commission for Latin America and the Caribbean

Subprogramme 11
Subregional activities in Mexico and Central America

General Assembly resolutions

56/182	Science and technology for development
58/117	International assistance to and cooperation with the Alliance for the Sustainable Development of Central America

58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/228	Third United Nations Conference on the Least Developed Countries
58/239	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
59/174	Second International Decade of the World's Indigenous People
59/241	International migration and development
59/244	Third United Nations Conference on the Least Developed Countries
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/136	In-depth studies on all forms of violence against women
60/137	United Nations Development Fund for Women
60/138	Improvement of the situation of women in rural areas
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/195	International Strategy for Disaster Reduction
60/196	Natural disasters and vulnerability
60/205	Science and technology for development
60/211	Human resources development
60/220	Humanitarian assistance and rehabilitation for El Salvador and Guatemala
61/143	Intensification of efforts to eliminate all forms of violence against women
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
61/165	Protection of migrants
61/195	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
61/198	International Strategy for Disaster Reduction
61/199	International cooperation to reduce the impact of the El Niño phenomenon
61/200	Natural disasters and vulnerability

61/201	Protection of global climate for present and future generations of mankind
61/208	International migration and development
62/86	Protection of global climate for present and future generations of mankind
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/133	Intensification of efforts to eliminate all forms of violence against women
62/136	Improvement of the situation of women in rural areas
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/182	Information and communication technologies for development
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/192	International Strategy for Disaster Reduction
62/194	Convention on Biological Diversity
62/197	Promotion of new and renewable sources of energy
62/198	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
62/201	Science and technology for development
62/205	Second United Nations Decade for the Eradication of Poverty (2008-2017)
62/206	Women in development
62/218	Convention on the Elimination of All Forms of Discrimination against Women

Economic and Social Council resolutions

2003/17	Programme of Action for the Least Developed Countries
2004/52	Long-term programme of support for Haiti
2004/68	Science and technology for development
2007/13	Ad Hoc Advisory Group on Haiti

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
606 (XXX)	Support for the United Nations Stabilization Mission in Haiti
615 (XXXI)	International migration
622 (XXXI)	Central American Economic Cooperation Committee
624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti
629 (XXXI)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean

Subprogramme 12
Subregional activities in the Caribbean

General Assembly resolutions

56/182	Science and technology for development
57/41	Cooperation between the United Nations and the Caribbean Community
57/261	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
59/138	Cooperation between the United Nations and the Caribbean Community
59/230	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/136	In-depth study on all forms of violence against women
60/137	United Nations Development Fund for Women
60/138	Improvement of the situation of women in rural areas
60/189	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session

60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/195	International Strategy for Disaster Reduction
60/196	Natural disasters and vulnerability
60/205	Science and technology for development
60/211	Human resources development
61/145	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
61/195	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
61/196	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
61/197	Towards the sustainable development of the Caribbean Sea for present and future generations
61/198	International Strategy for Disaster Management
61/199	International cooperation to reduce the impact of the El Niño phenomenon
61/200	Natural disasters and vulnerability
61/201	Protection of global climate for present and future generations of mankind
61/206	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
62/86	Protection of global climate for present and future generations of mankind
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/133	Intensification of efforts to eliminate all forms of violence against women
62/136	Improvement of the situation of women in rural areas
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/182	Information and communication technologies for development

62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/192	International Strategy for Disaster Reduction
62/194	Convention on Biological Diversity
62/197	Promotion of new and renewable sources of energy
62/198	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
62/201	Science and technology for development
62/205	Second United Nations Decade for the Eradication of Poverty (2008-2017)
62/206	Women in development
62/215	Oceans and the law of the sea

Economic and Social Council resolutions

2003/51	Implementation of the Declaration of the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
2004/46	Support for the United Nations Stabilization Mission in Haiti
2004/52	Long-term programme of support for Haiti
2004/53	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
2004/68	Science and technology for development

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
574 (XXVII)	Participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council
587 (XXIX)	Caribbean Development and Cooperation Committee
600 (XXX)	Caribbean Development and Cooperation Committee
606 (XXX)	Support for the United Nations Stabilization Mission in Haiti
615 (XXXI)	International migration
621 (XXXI)	Caribbean Developments and Cooperation Committee

624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti
629 (XXXI)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean

Programme 18

Economic and social development in Western Asia

Overall orientation

18.1 The overall orientation of the programme is to foster comprehensive, equitable, integrated and sustainable development and economic and social cooperation in the region, and to maintain and strengthen economic relations between the member countries of the Economic and Social Commission for Western Asia (ESCWA) and with other countries of the world. ESCWA is responsible for the implementation of the programme.

18.2 Policy direction for the programme is provided in Economic and Social Council resolutions 1818 (LV) and 1985/69, establishing ESCWA and amending its terms of reference in order to underscore the social functions of the Commission. Further direction is provided in Economic and Social Council resolution 2005/50, in which ESCWA was requested to provide support to member countries in realizing the Millennium Development Goals, including by building capacities to formulate policies, monitor the progress made, measure its impact and prepare regional reports. In addition, in its resolution 269 (XXIV), the Commission requested its Executive Secretary to increase coherence and synergy with other regional United Nations organizations and, through the Commission's lead role in the Regional Coordination Group, foster partnerships and cooperation with those organizations.

18.3 Acting in their dual role as regional arms of the United Nations and parts of their respective regional institutional landscape, ESCWA and the four other regional commissions will continue to pursue their common key objectives, namely, to foster economic integration at the subregional and regional levels, to promote the regional implementation of internationally agreed development goals, including the Millennium Development Goals, and to support regional sustainable development by contributing to bridging economic, social and environmental gaps in their respective member countries and subregions. In order to achieve these objectives, the regional commissions, through their convening power, will continue to generate multilateral dialogue, knowledge-sharing and networking at the regional level, and will work together to promote intraregional and interregional cooperation, both between themselves and through collaboration with other subregional and regional organizations.

18.4 The region has made varied progress in social development, especially in the education and health sectors. Some countries have developed mechanisms to invest surplus capital savings resulting from high energy prices, which have contributed to the acceleration of economic growth and social development. Political instability, foreign occupation and lack of adequate reform continue to influence economic performance in the countries of the region. Good governance is another area that requires urgent attention in order to ensure transparent and inclusive policymaking and implementation mechanisms for the effective delivery of public goods and services. Against this backdrop, the region remains in the grip of a widening gap in income and wealth distribution within, as well as between, countries.

18.5 Furthermore, it is envisaged that global climate change will have an adverse impact on the economic and social development of the region, especially when water and agricultural land become less available to fulfil the fundamental needs of its population. The poor and other vulnerable groups, including women and youth without employment, are expected to suffer most from adverse weather changes, in particular in conflict-stricken areas, further aggravating the instability of the region. In December 2007, the Council of Arab Ministers Responsible for the Environment (a subsidiary body of the League of Arab States) adopted a ministerial declaration on climate change which constitutes the basis for future actions and reflects their position in dealing with climate change issues. The Arab ministerial declaration stated that, while emphasizing that developed countries should fulfil their commitment to supporting developing countries, including Arab countries, in meeting climate change challenges, the declaration affirmed the commitment of the Ministers, inter alia, to include policies to deal with climate change issues in all sectors within national and regional policies for sustainable development in a manner that harmonized with sustained economic growth and efforts to eradicate poverty, and to adopt national and regional action plans dealing with climate change.

18.6 It is therefore essential for the region to enhance its collective efforts to address those critical issues through ESCWA-promoted regional integration initiatives. In order to accelerate regional economic integration, it is a fundamental necessity to promote intraregional trade and investment, integrate transport and communications infrastructure, harmonize trade and transport facilitation, and coordinate strategies and plans for the development of the information and communications technology sector within the framework of the Tunis Agenda for the Information Society, which was adopted at the World Summit on the Information Society (Tunis, 2005). Integrated social policies that balance economic development and social needs should also be pursued with insight and vigour.

18.7 The need to enhance statistical institutional capacity continues to be essential if countries in the region are to produce timely, reliable, comparable and increased gender-sensitive statistics for policy and programme formulation, and for monitoring the progress made towards the achievement of internationally agreed development goals, including the Millennium Development Goals. Monitoring of the effects of foreign occupation on economic and social development in the region is becoming increasingly important. As the regional arm of the United Nations, ESCWA will continue to advocate gender equality and the advancement of women, paying due attention to regional specificities and values. It will provide full support to member countries in their participation in the Beijing+15 review in 2010 and follow up on its outcomes. Throughout the programme, priority will be given to least developed and conflict-stricken countries.

18.8 In the biennium 2010-2011, ESCWA will pursue the programme objective by promoting economic and social integration at both the subregional and regional levels, and by fostering solidarity in the international political arena and global economy. Such regional integration will be scaled up to cover the Arab region through strategic partnerships with the Economic Commission for Africa Subregional Office for North Africa and with such regional and subregional organizations as the League of Arab States (LAS) and the Gulf Cooperation Council (GCC). The programme comprises seven interdependent subprogrammes that focus on four regional priority areas and three cross-cutting issues, which are set forth below:

(a) Stimulating sustainable management of water, energy and other natural resources, with due consideration to climate change;

(b) Promoting integrated social policies;

(c) Stimulating sustainable economic development based on higher productivity and competitiveness and through regional integration and cooperation in a globalizing world;

(d) Accelerating the development, adaptation, diffusion and use of advanced technology;

(e) Enhancing statistical capacity development;

(f) Promoting gender mainstreaming, the advancement of women and their effective participation and involvement;

(g) Giving special consideration to people living in conflict-stricken countries.

18.9 ESCWA will carry out analytical and normative work, building on its accumulated knowledge and multidisciplinary expertise, which will be supported by the provision of technical cooperation. It will also facilitate multilateral dialogue, knowledge-sharing and networking on the outcome of the work of the Commission on national, regional and global development issues, with due consideration to the outcomes of the global meeting on South-South Cooperation to commemorate the thirtieth anniversary of the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries. In pursuance of the United Nations global priority, gender mainstreaming will be promoted throughout the programme and within the Commission. Lessons learned from evaluation will serve as the basis for further improvement of the programme, in light of the United Nations commitment to promote evaluation for enhancing learning and accountability.

18.10 It is expected that regional support provided by ESCWA will contribute towards the following:

(a) Increased national capacity to formulate and implement pro-poor, inclusive economic and social policies and programmes, and tackle transboundary issues;

(b) Improved provision of joint responses to multifaceted problems encountered by the countries of the region through the coordinated efforts and consolidated resources of United Nations entities;

(c) Enhanced work of the Economic and Social Council and its functional commissions in the review and assessment of progress made in implementing the outcomes of United Nations conferences and summits in the economic, social and related fields;

(d) Increased knowledge-sharing and South-South cooperation between the countries of the region and with countries in other regions, thereby promoting regional and interregional cooperation.

18.11 Consultations at the level of thematic clusters have taken place between concerned Executive Committee on Economic and Social Affairs entities, and are expected to lead to better coordination and more collaborative work in the economic and social sectors between programmes in major common work areas of the United Nations Secretariat. At the regional level, ESCWA will lead the Regional Coordination Group in identifying priority areas where the concerned United Nations entities could provide collective support for development interventions in the ESCWA region, as well as in the broader context of the Arab region.

Subprogramme 1
Integrated management of natural resources for sustainable development

Objective of the Organization: to achieve integrated sustainable management of natural resources in the ESCWA region, with particular emphasis on water, energy and the production sectors, with due consideration to the relevant climate change issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member countries to formulate, adopt and implement policies and measures to improve the sustainable management of natural resources, with particular emphasis on fulfilling the Millennium Development Goals and addressing climate change challenges	(a) (i) Increased number of policies and measures adopted and/or implemented by member countries, with ESCWA assistance, to improve the sustainable management of natural resources for achieving the Millennium Development Goals (goals 1 and 7)
	(ii) Increased number of policies and measures developed, adopted and/or implemented by member countries, with ESCWA assistance, to improve the integrated sustainable management of natural resources, including climate change mitigation and adaptation
(b) Enhanced capacity of member countries to apply best practices and methods for improving sustainable agriculture and rural development, and increasing the productivity and competitiveness of small and medium-scale enterprises using appropriate and affordable environmentally sound technology	(b) (i) Increased number of new and/or existing institutions applying best practices and methods, with ESCWA assistance, to promote sustainable agriculture and rural development
	(ii) Increased number of measures taken by small and medium-scale enterprises, with ESCWA assistance, to enhance their competitiveness using appropriate and affordable environmentally sound technology
(c) Strengthened South-South cooperation in the integrated management of natural resources, with a focus on challenges related to water, energy and climate change	(c) Increased number of responses to and/or initiatives by member countries concerning participation in ESCWA-promoted South-South cooperation in respect of challenges related to water, energy and climate change

Strategy

18.12 The responsibility for implementing the subprogramme lies with the Sustainable Development and Productivity Division. The capacity to manage natural resources in a sustainable manner in the region needs to be developed, in particular, energy, water and land resources, which are being increasingly affected by climate change. This necessitates enhancing the efficiency and sustainability of production and consumption patterns in the water, energy and production sectors, in particular with respect to the use of fossil fuels and associated greenhouse gas emissions, and the use of scarce water resources, adversely affecting their quality. Furthermore, enhancing the efficiency and sustainability of production and consumption patterns in the water, energy and the production sectors, especially agriculture, would also contribute to redressing land degradation and desertification symptoms. Inadequate energy and water supplies and sanitation services in rural, remote and poor urban areas, and limited use of sustainable environmental technologies adversely affect opportunities for employment creation and income generation.

18.13 The subprogramme will concentrate on facilitating the formulation, adoption and implementation of integrated sustainable development strategies and policies in the light of the relevant global mandates arising from the outcome of the 2005 World Summit, the Johannesburg Plan of Implementation and the attainment of the Millennium Development Goals, in particular goal 1 (eradicate extreme poverty and hunger) and goal 7 (ensure environmental sustainability), as well as the outcome of the 2007 United Nations Climate Change Conference, held in Bali, Indonesia.

18.14 The subprogramme will continue to:

(a) Advocate and promote sustainable production and consumption patterns of energy and water resources, including improved access to safe drinking water and basic sanitation by a wider section of the region's population, especially disadvantaged groups;

(b) Serve as a forum for promoting policy dialogue related to sustainable development priority issues as a means of enhancing synergy between the countries of the region, including climate change adaptation and mitigation;

(c) Facilitate cooperation between member countries in the management of shared water resources and development of energy networks;

(d) Increase awareness of the possible impact of climate change on water resources, of potential natural disasters and of the precautionary measures required;

(e) Support national and regional capacity-building, especially in the fields of integrated management of water resources, energy efficiency, renewable energy applications, cleaner fossil fuels, sustainable agriculture and rural development;

(f) Facilitate regional coordination and preparation for the implementation of regional and global commitments on sustainable development, in particular on the thematic areas to be addressed by the Commission on Sustainable Development.

18.15 The subprogramme will also support small and medium-scale enterprises in order to enable them to take advantage of opportunities presented by the provision and use of appropriate and affordable environmentally sound technologies to enhance their productivity and competitiveness in a sustainable manner.

18.16 This will be achieved by undertaking quality research and analytical work; disseminating best practices; building capacity and rendering advisory services on priority sustainable development issues; promoting South-South cooperation through partnerships with other regional commissions and organizations, in particular LAS, GCC, the United Nations Environment Programme (UNEP) Regional Office for West Asia, the secretariat of the Convention to Combat Desertification, the secretariat of the Framework Convention on Climate Change, the secretariat of the Convention on Biological Diversity, the United Nations Educational, Scientific and Cultural Organization, the International Labour Organization (ILO) and the United Nations Industrial Development Organization; and strengthening ESCWA regional mechanisms for coordination on energy and water as regional forums for advancing such sustainable development issues as those identified in UN-Water and UN Energy and by the UNEP Environmental Management Group.

Subprogramme 2
Integrated social policies

Objective of the Organization: to strengthen a vision of social policy that is based on social equity and equal opportunity for all, taking into consideration regional specificities and cultural sensitivities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of national Governments to integrate social equity priorities and perspectives in public policies	(a) (i) Increased number of exploratory and follow-up measures pursued by Governments, with ESCWA assistance, indicating increased understanding of social policy options and implications
	(ii) Increased number of social policy mechanisms and instruments adopted by Governments, with ESCWA assistance
(b) Enhanced capacity of member countries to address the implications of demographic changes with particular emphasis on the youth bulge, migration and good urban governance for national policymaking processes, and to adopt relevant policies	(b) (i) Increased number of follow-up measures taken up by member countries, with ESCWA assistance, indicating increased understanding of the socio-demographic implications of the youth bulge for migration and development
	(ii) Increased number of measures and policy provisions adopted by member countries, with ESCWA assistance, to integrate demographic changes, with particular emphasis on the youth bulge and migration in development plans and programmes

	(iii) Increased number of urban governance initiatives undertaken by member countries, with ESCWA assistance, in order to address secure housing for poor persons
(c) Enhanced participation of civil society in social policy dialogue and in the formulation of Government social policy	(c) (i) Increased number of consultative processes, networks and agreements on shared social policy agendas forged with ESCWA assistance (ii) Increased number of instances in which civil society institutions, including the media, advocate social issues and participate in social policy processes, with ESCWA assistance

Strategy

18.17 The responsibility for implementing the subprogramme lies with the Social Development Division. Experiences around the world have so far proved that a "growth-first philosophy" does not necessarily deliver socially stable societies or achieve equitable, gender-sensitive and environmentally friendly development dividends. On the contrary, countries that have achieved higher social development dividends and sustained equitable social well-being for all ultimately achieved those targets by ensuring synergy between economic and social objectives, adopting an integrated social policy framework that incorporates a policy vision and equal access to basic social and economic services, and establishing mechanisms for consensus-building between public offices and interest groups.

18.18 The aforementioned three-tier structure can best be captured at the following levels:

(a) The vision and public policymaking level, which usually rests with the duty-bearers or Governments and institutions that hold public office and are responsible for formulating, implementing and monitoring public policies, including social policy;

(b) The management and coordination level of social services, provided either directly through Government departments, or indirectly through institutions of civil society at the central and subnational level, prompting a stronger role for civil society institutions in monitoring the impact of public and social policies on different interest groups and society;

(c) From a programme and advocacy perspective, undertaking an evidence-based social policy analysis, advancing knowledge and documenting the demographic, social and economic conditions and trends of groups of interest or issues of relevance to equitable and sustainable social development.

18.19 The subprogramme will build on the experience gained during the past bienniums, and continue to advocate equity and social justice as guiding principles for public policymaking in member countries and civil society organizations in the region. During the biennium 2010-2011, specific attention will be paid to promoting and implementing an integrated social policy approach and devising measures that mainstream issues of the youth bulge, the disadvantaged and other vulnerable groups in public policymaking processes, in addition to focusing on population mobility and good urban governance while recognizing the role of social safety nets in maintaining social and political stability.

18.20 Having documented and disseminated knowledge about social policy tools and institutional mechanisms, the subprogramme will seek to build the capacity of member countries to adopt and institutionalize social policy in their public policymaking, including the finding of mechanisms to finance social development. The subprogramme will also continue to assist member countries in the implementation of internationally agreed plans of actions and recommendations, including the Millennium Development Goals.

18.21 In order to achieve the expected accomplishments, the subprogramme will conduct meetings and undertake normative field analysis and technical cooperation activities, including advisory services, capacity development workshops and field projects. Social policy mechanisms in selected member countries will be tested and findings disseminated through publications, meetings and available information technology. Partnerships will be further strengthened with other regional commissions, United Nations agencies, international and regional organizations and civil society groups.

Subprogramme 3
Economic development and integration

Objective of the Organization: to attain sustainable economic development for reducing poverty through regional integration in a globalizing world

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge among stakeholders in the region of the issues that should be taken into account in designing and implementing suitable macroeconomic policies and strategies for sustainable economic growth, employment creation and poverty alleviation in line with the Millennium Development Goals	(a) (i) Increased percentage of stakeholders in the region acknowledging that they benefited from ESCWA analytical services and outputs in the area of macroeconomic policies and development strategies (ii) Increased number of requests for technical assistance, including advisory services, to promote and implement macroeconomic policy and development strategies based on ESCWA analytical work
(b) Enhanced capacity of member countries to formulate and/or implement policies and measures recommended by the Monterrey Consensus, taking into consideration the outcomes of the Follow-up International Conference on Financing for Development, to be held in Doha in 2008	(b) Increased number of policies and/or measures adopted by member countries, with ESCWA assistance, to implement the Monterrey Consensus, taking into consideration the outcomes of the Follow-up International Conference on Financing for Development

(c) Enhanced capacity of member countries to implement the Integrated Transport System in the Arab Mashreq (ITSAM) and other measures promoted by ESCWA in order to improve regional and international transport linkages, with due consideration to environmental issues	(c) (i) Increased number of policy measures and actions taken by member countries, with ESCWA assistance, to implement the ITSAM agreements and the National Transport and Trade Facilitation Committees
	(ii) Increased number of measures taken by member countries, with ESCWA assistance, to promote road safety and environmentally friendly and sustainable transport systems
(d) Enhanced capacity of member countries to negotiate and implement subregional, regional and multilateral trade agreements designed to increase intraregional and international trade	(d) (i) Increased number of requests for technical assistance, including advisory services, to participate in the Single Window Initiative based on ESCWA analytical work
	(ii) Increased number of instances where member countries acceded to, negotiated and/or implemented trade agreements with ESCWA assistance upon the request of member countries

Strategy

18.22 The responsibility for implementing the subprogramme lies with the Economic Development and Globalization Division. The region as a whole shares several economic problems, including rising inflation, high unemployment rates, underdeveloped financial sectors and inadequate and unsafe transport systems that contribute to global warming. Furthermore, participation in the multilateral trading system and interregional and intraregional Arab trade remains below potential, and political instability could derail the region's aspirations for sustainable economic prosperity.

18.23 In order to achieve the expected accomplishments at the macroeconomic level, the subprogramme will engage in the following:

(a) A continuous assessment of the region's macroeconomic performance for timely identification and analysis of socially inclusive macroeconomic policy issues including, but not limited to, diversification of production and knowledge-based economies;

(b) Economic policy formulation and use of modelling forecasting and other quantitative approaches to formulate evidence-based policies and strategies for making progress towards the Millennium Development Goals and other internationally agreed development goals.

18.24 The subprogramme will also assist member countries in analysing and evaluating global and regional financial developments and propose regional strategies and coordinated responses. Emphasis will be placed on the development of strategic partnerships with financial institutions and development funds in order to promote the implementation of the Monterrey Consensus and the outcomes of the Follow-up International Conference on Financing for Development. In addition, the subprogramme will undertake normative and analytical studies on the role of foreign direct investment (FDI) flows within as well as into the region and assess the barriers hindering FDI flows into the region. Consequently, appropriate action to increase FDI flows in the region will be proposed.

18.25 Work will continue on the implementation of ITSAM, including the implementation and monitoring of international road, rail and maritime agreements and conventions, and the trade and transport facilitation mechanisms and recommendations promoted therein. The subprogramme will work closely with the League of Arab States for the development and implementation of a regional multimodal transport agreement for the Arab region in anticipation of the finalization of the draft convention on contracts for the international carriage of goods wholly or partly by sea (United Nations Commission on International Trade Law draft convention). Special attention will be paid to the continued establishment and activation of national transport and trade facilitation committees and related regional coordination. The subprogramme will also serve as a regional platform to raise awareness on road safety issues and provide environmentally friendly and sustainable transport systems in response to global concerns on those issues.

18.26 The subprogramme will continue to work to enhance interregional and intraregional trade, in line with regional economic agreements such as the Greater Arab Free Trade Area (GAFTA), with special emphasis on South-South cooperation, the elimination of non-tariff barriers and the introduction of trade facilitation measures, in particular through the application of information and communications technologies and the Single Window Initiative that aims to accelerate and simplify information flows between traders and Governments in order to bring meaningful gains to all parties involved in cross-border trade. ESCWA will also promote a more coherent approach that could result in a coordinated implementation of the aid-for-trade initiative.

18.27 The analytical outputs of the subprogramme will be utilized in order to enhance technical awareness, capacity and networking on policies and strategies pertaining to macroeconomic development issues, financing for development, promotion of trade and facilitation of transport in the region. Those aims will be achieved by organizing effective expert group meetings, workshops, training seminars and policy advisory services. Increased interaction with global and regional stakeholders and governmental and non-governmental bodies, including GCC and the League of Arab States, will be sought in order to promote regional cooperation in the above-mentioned areas.

Subprogramme 4
Information and communications technology for regional integration

Objective of the Organization: to narrow the digital divide and build an inclusive, people-centred and development-oriented information society in the ESCWA region in accordance with the outcomes of the World Summit on the Information Society and internationally agreed development goals and objectives, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Perceptible improvements in the region's information and communications technology (ICT), production and service sectors substantiated by the implementation of ICT strategies and action plans, with special focus on the provision of e-service in Arabic	(a) (i) Increased number of member countries formulating and/or implementing ICT strategies and action plans that are related to the development of the ICT, production and service sectors with ESCWA assistance
	(ii) Increased number of regional partnerships, projects and initiatives aimed at creating ICT applications, improving ICT services and developing digital Arabic content, with ESCWA assistance
(b) Enhanced capacity of member countries to measure and benchmark their progress towards the realization of the information society, and realign policies and strategies accordingly, giving due consideration to gender dimensions	(b) (i) Increased number of member countries collecting data and producing reliable and gender-sensitive statistics and indicators on the information society in accordance with international standards and relevant models, with ESCWA assistance
	(ii) Increased number of member countries analysing data with a view to drafting new or reformulating existing ICT policies, strategies and action plans, with ESCWA assistance

Strategy

18.28 The responsibility for implementing the subprogramme lies with the Information and Communication Technology Division. The digital divide remains an impediment to development in the ESCWA region. At the internal level, the divide exists between the countries of GCC and other member countries, on the one hand, and between urban and rural areas, on the other; and at the external level, between the region and other regions of the world. Currently, most ICT indicators for the region as a whole are lower than world averages. At the same time, the region has development potential, in particular in terms of the common language and cultural heritage, that must be harnessed in order to build the information society. Greater efforts must be exerted in order to increase literacy and education levels and tap human resources and talent, especially among women and the growing youth population. With continued monitoring of activities pertaining to the World Summit on the Information Society Geneva Plan of Action and Tunis Agenda for the Information Society, and the efforts made to implement the ESCWA Regional Plan of Action for Building the Information Society, in harmonization with the Arab ICT Strategy of the League of Arab States, the subprogramme will strive to adapt the Summit outcome to better serve the region and fine-tune plans of action in order to build an inclusive, people-centred information society that is based on productive national ICT sectors.

18.29 The subprogramme will carry out analytical studies, convene meetings and provide advisory services to support that endeavour, act as a catalyst for changes in policymaking in member countries and develop a more comprehensive set of ICT measurements and indicators that will help strategic decision-making to identify priority areas of policy action. It will also assess and revise plans of action, monitor progress, evaluate impacts and benchmark national development with other countries based on international indices, with a view to improving the productivity and competitiveness of the ICT sector in the region.

18.30 In order to enhance national capacity with special focus on human resources development and take advantage of the digital opportunities pertaining to socio-economic development in the region, pilot field projects will be implemented in selected ESCWA member countries. Field projects will incorporate a social dimension through the active involvement of local communities, with a focus on youth employment and the empowerment of women, in order to build a people-centred information society.

18.31 The subprogramme will also place special emphasis on promoting an enabling environment and harnessing the development of ICT thematic applications, including e-Government and digital Arabic content, with the aim of building on ICT as an agent of change to empower citizens and improve the quality of life.

18.32 Building on the accomplishments of the previous biennium in activating partnerships for implementing ICT projects, the subprogramme will enhance regional collaboration and partnerships in activities that can lead to an inclusive, people-centred information society and will contribute to efforts aimed at harnessing science and technology, in particular ICT, for socio-economic development. To that end, it will promote the establishment of mechanisms aimed at exchanging information and sharing knowledge among regional players and with counterparts outside the region. The subprogramme will also seek close coordination and joint efforts with other ESCWA subprogrammes and with international and regional organizations in order to achieve more effective results.

Subprogramme 5
Statistics for evidence-based policymaking

Objective of the Organization: to improve the production and dissemination of quality socio-economic statistics and indicators, including Millennium Development Goals indicators and gender-disaggregated data, in order to facilitate evidence-based policymaking by national and international decision makers and civil society

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in improving the national institutional framework for official statistics, in particular in conflict-stricken countries and those that are less statistically developed	(a) (i) Increased number of good practices of the Fundamental Principles of Official Statistics followed by the national statistical offices of conflict-stricken countries and those that are less statistically developed with ESCWA assistance
	(ii) Increased number of national statistical offices following good dissemination practices in line with the Fundamental Principles of Official Statistics, with ESCWA assistance
(b) Enhanced capacity of national statistical offices to produce and disseminate relevant, timely, reliable and comparable economic and social statistics and indicators, including Millennium Development Goal indicators and gender-disaggregated data, in compliance with international standards and recommendations	(b) (i) Increased percentage of core statistics and indicators disseminated by member countries
	(ii) Increased number of new and/or revised international statistical standards and recommendations implemented by national statistical offices with ESCWA assistance
	(iii) Increased percentage of statistical experts who applied the knowledge and skills gained through ESCWA training at the national level

Strategy

18.33 The responsibility for implementing the subprogramme lies with the Statistics Division. There is a need to improve the production and dissemination of statistics in the region, bring the national statistical systems in line with the Fundamental Principles of Official Statistics and develop methodologies for improving data comparability at the regional level in social, economic and cross-cutting issues. Addressing those challenges will strengthen the role of statistics in evidence based policymaking, monitoring and evaluating the impact of development policy and following up on international conferences and summits, including the United Nations Millennium Declaration and the Istanbul Declaration on measuring the progress of societies.

18.34 During the biennium, the subprogramme aims to focus on two key areas, namely, (a) adherence to the Fundamental Principles of Official Statistics, and (b) capacity-building of national statistical offices to produce, analyse and disseminate quality statistics and indicators to monitor economic and social development, including the Millennium Development Goals indicators.

18.35 In respect of the first area, the subprogramme will advocate the importance of full adherence to the Fundamental Principles of Official Statistics and build the capacity of national statistical offices to implement them, especially those which address the following issues:

(a) The importance of the impartiality of official statistics and their availability to the public;

(b) The use of appropriate methods and procedures for the collection, processing, storage and presentation of statistical data;

(c) The presentation of information on sources and methods according to internationally agreed standards. The subprogramme will facilitate opportunities for conflict-stricken countries and those that are less statistically developed to learn from good practices identified at the international level and in other member countries in the region through South-South cooperation.

18.36 In the second area, the subprogramme will continue upgrading the knowledge and skills of the national statistical offices in increasing the availability, frequency and timeliness of core socio-economic statistics, and in adopting new and revised economic and social international classifications and standards. It will contribute to the production of accurate, relevant and timely trade in goods and services statistics and sectoral statistics, and the implementation of the System of National Accounts, 1993, and its revision, with a special focus on the informal sector and the system of quarterly national accounts. The subprogramme will also pursue the development of gender-disaggregated data in follow-up to the Beijing Declaration and Platform for Action, and provide technical support to ensure the effective participation of member countries in the 2010 round of population and housing censuses. Furthermore, it will initiate the development of climate change indicators for the region and the identification of regional approaches to measure societal progress that complement the traditional Millennium Development Goal monitoring framework.

18.37 In order to achieve the expected accomplishments, the subprogramme will carry out analytical work, provide regional forums to facilitate knowledge-sharing and implement technical cooperation activities, including field projects, training workshops and advisory services on priority issues.

18.38 The subprogramme will pursue its objectives in accordance with the United Nations Principles Governing International Statistical Activities and will implement its work in partnership with the Statistics Division in the Department of Economic and Social Affairs of the Secretariat, other regional commissions, the International Monetary Fund, the World Bank, the United Nations Development Programme (UNDP), the United Nations Children's Fund and the Organization for Economic Cooperation and Development, and such regional organizations as the Arab Industrial Development and Mining Organization, the Gulf Organization for Industrial Consulting, GCC and LAS, with a view to harmonizing and coordinating statistics in the region in accordance with international standards and recommendations.

Subprogramme 6
Advancement of women

Objective of the Organization: to reduce gender imbalances and empower women in the ESCWA region in accordance with internationally agreed development goals, including the Millennium Development Goals, while paying due attention to regional specificities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of national mechanisms, especially those in conflict-stricken countries, to be effective agents for mainstreaming gender into national policies, plans and programmes	(a) (i) Increased number of effective measures taken by national mechanisms, with ESCWA assistance, to promote the mainstreaming of gender into national policies, plans and programmes
	(ii) Increased number of incidents whereby national mechanisms applied ESCWA-developed guidelines on the protection of the rights of women living in conflict-stricken areas
(b) Enhanced capacity of member countries to implement and monitor the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)	(b) (i) Increased number of voluntary measures taken by member countries, with ESCWA assistance provided in response to their request, to review and adjust laws in conformity with the Convention
	(ii) Increased number of national and local media interventions with ESCWA assistance to promote the need to review and adjust laws in conformity with CEDAW

Strategy

18.39 The responsibility for implementing the subprogramme lies with the ESCWA Centre for Women. Notwithstanding the progress accomplished by ESCWA member countries towards the advancement of women, both in quantitative and qualitative terms, the economic participation of women and their representation at the economic and political decision-making levels continue to be lower than in other regions of the world. The situation of women has deteriorated in some countries of the region because of armed conflict, civil strife and lack of stability. Building on the experience gained in past bienniums, the subprogramme will concentrate on two main areas, namely, (a) the capacity-building of national mechanisms, especially those in conflict-stricken countries, to be effective agents for change and act as coordinators with policymakers and civil society for promoting gender mainstreaming in national policies, plans and programmes, and (b) the capacity-building of member countries to make further progress in the implementation and monitoring of CEDAW. They will be pursued in accordance with the outcomes of a

2009 regional meeting for the ESCWA region in preparation for the 15-year review of the Beijing Declaration and Platform for Action.

18.40 In respect of the first area, the subprogramme aims to intensify its effort to enhance the institutional capacity of national mechanisms through regular dissemination of new knowledge on gender issues, the provision of advocacy tools and research methodology, and the development of in-house training, knowledge and skills. The subprogramme will also provide forums in which national mechanisms in the ESCWA and other regions can actively share knowledge and experiences. In line with that endeavour, due attention will be paid to the national mechanisms in conflict-stricken countries in order to address the special needs of women living in those areas and promote their active participation in decision-making, conflict resolution and peacebuilding.

18.41 In the second area, the subprogramme will target the capacity-building of national mechanisms, members of parliament, the judiciary and civil society institutions, notably the media, to monitor the progress achieved in the implementation of CEDAW. While almost all ESCWA member countries ratified the Convention, reservations on some substantive articles hinder full implementation. In response to the expressed needs of member countries, the subprogramme will aim to enhance the capacity of those stakeholders to address critical issues and take concrete measures in that regard.

18.42 The subprogramme has been active in fostering relationships between Government bodies dealing with the empowerment and advancement of women and civil society organizations through meetings to analyse and discuss the situation of women at the regional level. It will continue to work closely with other United Nations entities and regional organizations, including the United Nations Development Fund for Women, the United Nations Population Fund, the UNDP Subregional Resource Facility for Arab States, the Office of the United Nations High Commissioner for Human Rights, ILO, LAS, the Arab Women Organization and the Center for Arab Women Training and Research, in order to consolidate and enhance the impact of development support in the area of the advancement of women in the region.

Subprogramme 7
Conflict mitigation and development

Objective of the Organization: to reduce the impact of conflict and instability on people and socio-economic development in the ESCWA region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding by member countries of the political and socio-economic dynamics, sources and root causes of instability and their long-term consequences	(a) (i) Increased number of national Government officials and civil society representatives participating in and providing input to ESCWA normative activities

	(ii) Increased number of member Governments and civic entities using information provided by ESCWA on sources and root causes of instability and their consequences
(b) Enhanced capacity of member countries to formulate and/or implement development policies and measures, including good governance practices, that aim to mitigate conflict and address sources of instability	(b) (i) Increased number of ESCWA-promoted policies and/or measures considered by public and civic entities that mitigate the impact of conflict through development, including good governance practices
	(ii) Increased number of public and civic entities preparing and implementing development policies and measures with ESCWA assistance

Strategy

18.43 The responsibility for implementing the subprogramme lies with the Section for Emerging and Conflict-related Issues. Ongoing conflicts or political tensions in Iraq, Lebanon, Yemen and Palestine involving the competing interests of regional and international dynamics have profoundly affected stability as well as reversed development in a number of member countries. Those challenges are coupled with the slow development of democratic public institutions and application of human rights and civic standards. That situation continues to create a host of social, economic and political challenges, including growing inter- and intracommunity tensions, the continuous influx of displaced persons and the rise of non-State actors in a number of member countries. The combination of those factors is likely to negatively affect the future of the region's youth and to pose serious impediments to civic and public actors in addressing challenges in the sphere of good governance and the environment, including the dangers posed by the scarcity of water and global warming.

18.44 The subprogramme plans to address the aforementioned problems by focusing on two key areas, namely, (a) identifying and monitoring emerging trends and addressing root causes of conflict and political instability, and (b) promoting good governance and the values of citizenship. In addition, it aims to mainstream conflict-related issues in the ESCWA programme.

18.45 In respect of the first area, the subprogramme will appraise the regional situation and predict emerging trends through regular monitoring of political dynamics and their impact on socio-economic development and political reform. Assessment of the dynamics unleashed by conflict, occupation and political tensions remains essential in forecasting emerging trends at the local and regional levels. Specific case studies on the relevant emerging political, social and economic issues will be carried out alongside expert group meetings, workshops and consultations with stakeholders, including public and civic entities. Ample research needs to be dedicated to modalities rendering development interventions sustainable over the long term, enabling the realization of development goals in spite of conflict and political tensions. The subprogramme will also examine the repercussions of conflict and occupation on neighbouring countries and on the region as a whole. The normative activities will be carried out in cooperation with, and be disseminated to, the relevant public and civic decision makers.

18.46 In the second area, the subprogramme will explore the application of principles of good governance, based on the internationally agreed upon human rights principles, including the values of citizenship, while taking due consideration of the region's historical and cultural specificities. Capacity-building on good governance and values of citizenship for peacebuilding and conflict mitigation will be based on the results of the normative work of the subprogramme, which is geared towards addressing the root causes of governance degradation in the ESCWA region, as well as on measures identified to promote good governance practices in the contexts of peacebuilding and conflict mitigation.

18.47 As part of the objective of mainstreaming conflict-related issues in the ESCWA programme, and in cooperation with other entities, the subprogramme will also tackle, as cross-cutting issues, the challenges of meeting local development goals and needs despite conflict and political tension. The pillar of that strategy will be the development of local and regional capacities in the most crucial sectors, in order to ensure local ownership and sustainability of initiatives undertaken by the subprogramme and link humanitarian, developmental and reconstruction needs in crisis areas. The subprogramme will also strive to build strong work relationships within the United Nations system and with international, regional and civic institutions.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/270 A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
60/1	2005 World Summit Outcome
60/2	Policies and programmes involving youth (subprogrammes 2, 3 and 5)
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals
61/1	Declaration of the high-level meeting of the sixty-first session of the General Assembly on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
61/14	Cooperation between the United Nations and the League of Arab States
61/16	Strengthening of the Economic and Social Council

61/49	Cooperation between the United Nations and the Organization of the Islamic Conference
61/157	Human rights and extreme poverty
61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/266	Multilingualism
62/161	The right to development
62/199	Globalization and interdependence
62/203	Third United Nations Conference on the Least Developed Countries
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
62/209	South-South cooperation
62/211	Towards global partnerships

Economic and Social Council resolutions

1818 (LV)	Establishment of an economic commission for Western Asia
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2005/50	The Damascus Declaration and the role of the Economic and Social Commission for Western Asia in the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration
2006/14	Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2007/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16
2007/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic and Social Commission for Western Asia resolutions

258 (XXIII)	Strengthening technical cooperation in the Economic and Social Commission for Western Asia
260 (XXIII)	Development and regional cooperation under unstable conditions
261 (XXIII)	Strengthening the cooperation between ESCWA and the League of Arab States in the field of economic and social development
263 (XXIII)	Promoting partnership and resource mobilization
268 (XXIII)	Adoption of the final reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
269 (XXIV)	The role of ESCWA in the light of the 2005 World Summit Outcome document and the subsequent change process
272 (XXIV)	Youth employment in ESCWA member countries

Subprogramme 1
Integrated management of natural resources for sustainable development

General Assembly resolutions

57/253	World Summit on Sustainable Development
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
59/235	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
60/200	International Year of Deserts and Desertification, 2006
61/215	Industrial development cooperation
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/190	Agricultural technology for development
62/193	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
62/197	Promotion of new and renewable sources of energy

Economic and Social Council resolution

2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development

Economic and Social Commission for Western Asia resolution

255 (XXIII)	The establishment of a regional mechanism for building capacities to manage shared water resources

Subprogramme 2
Integrated social policies

General Assembly resolutions

61/208	International migration and development
62/126	Policies and programmes involving youth: youth in the global economy — promoting youth participation in social and economic development
62/127	Implementation of the World Programme of Action Concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
62/129	Follow-up to the tenth anniversary of the International Year of the Family and beyond
62/130	Follow-up to the Second World Assembly on Ageing
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/156	Protection of migrants
62/170	Convention on the Rights of Persons with Disabilities and its Optional Protocol
62/198	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions

2005/9	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger
2006/15	Promoting youth employment

2006/16	Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities
2006/18	Future organization and methods of work of the Commission for Social Development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all

Economic and Social Commission for Western Asia resolution

277 (XXIV)	Social development policies

Subprogramme 3

Economic development and integration

General Assembly resolutions

60/5	Improving global road safety
62/184	International trade and development
62/186	External debt and development: towards a durable solution to the debt problems of developing countries
62/187	Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus

Economic and Social Council resolutions

2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2007/30	Follow-up to the International Conference on Financing for Development

Economic and Social Commission for Western Asia resolutions

256 (XXIII)	Adoption of the memorandum of understanding on maritime transport cooperation in the Arab Mashreq
257 (XXIII)	Selection of the routes to be given priority in implementation of the Agreement on International Roads in the Arab Mashreq
265 (XXIII)	Regional cooperation in the field of road traffic safety
270 (XXIV)	Macroeconomic policy for financial stability
279 (XXIV)	Follow-up to implementation of components of the Integrated Transport System in the Arab Mashreq

Subprogramme 4
Information and communications technology for regional integration

General Assembly resolutions

60/252	World Summit on the Information Society
62/201	Science and technology for development

Economic and Social Council resolutions

2004/68	Science and technology for development
2006/46	Follow-up to the World Summit on the Information Society and review of the Commission on Science and Technology for Development
2007/8	Flow of information for the follow-up to the World Summit on the Information Society

Economic and Social Commission for Western Asia resolutions

245 (XXII)	The ESCWA initiative for activating the role of science, technology and technological innovation in achieving the Millennium Development Goals
273 (XXIV)	Follow-up to the development of the Information Society in Western Asia
274 (XXIV)	The establishment of the ESCWA Technology Centre

Subprogramme 5
Statistics for evidence-based policymaking

General Assembly resolutions

61/143	Intensification of efforts to eliminate all forms of violence against women
62/127	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
62/130	Follow-up to the Second World Assembly on Ageing
62/132	Violence against women migrant workers
62/206	Women in development

Economic and Social Council resolutions

2004/11	Agreed conclusions of the Commission on the Status of Women on the role of men and boys in achieving gender equality
2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity

Economic and Social Commission for Western Asia resolutions

262 (XXIII)	Support for the capacities of member countries in the field of statistics and the International Comparison Programme
276 (XXIV)	Strengthening statistical capacities in the ESCWA region

Subprogramme 6
Advancement of women

General Assembly resolutions

62/133	Intensification of efforts to eliminate all forms of violence against women
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/206	Women in development
62/218	Convention on the Elimination of All Forms of Discrimination against Women

Economic and Social Council resolutions

2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/12	Agreed conclusions of the Commission on the Status of Women on women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding
2006/9	Future organization and methods of work of the Commission on the Status of Women
2007/7	Situation of and assistance to Palestinian women

Economic and Social Commission for Western Asia resolution

278 (XXIV)	Increasing the role of women in decision-making with respect to conflict prevention and peacebuilding

Subprogramme 7
Conflict mitigation and development

General Assembly resolutions

62/93	Assistance to the Palestinian people
62/146	The right of the Palestinian people to self-determination
62/181	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources

Economic and Social Council resolutions

2005/3	Public administration and development
2007/26	Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan

Security Council resolution

1645 (2005)	Post-conflict peacebuilding

Economic and Social Commission for Western Asia resolutions

260 (XXIII)	Development and regional cooperation under unstable conditions
271 (XXIV)	Strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development

Programme 19
Human rights

Overall orientation

19.1 The overarching objective of the United Nations human rights programme is to promote and protect the effective enjoyment by all of all human rights. Its mandate derives from Articles 1, 13, 55 and 62 of the Charter of the United Nations; the Vienna Declaration and Programme of Action, including its principles and recommendations, adopted by the World Conference on Human Rights and subsequently endorsed by the General Assembly in its resolution 48/121; Assembly resolution 48/141 establishing the post of the United Nations High Commissioner for Human Rights; international human rights instruments adopted by the United Nations; the outcomes of relevant United Nations conferences and summits; and the resolutions and decisions of policymaking bodies, including, in particular, Assembly resolutions 55/2 on the United Nations Millennium Declaration, 57/300 on strengthening of the United Nations: an agenda for further change, 60/1 on the 2005 World Summit Outcome, 60/251 on the Human Rights Council and 62/219 on the report of the Human Rights Council. The Office of the High Commissioner for Human Rights (OHCHR) will also be guided by international humanitarian law, as applicable.

19.2 The programme is guided by the principles of universality, objectivity, impartiality, indivisibility and non-selectivity in removing obstacles to the full realization of all human rights and in preventing the continuation of human rights violations, including with relevant parties. It undertakes to give practical effect to the will and resolve of the world community, as expressed through the United Nations, including in the Millennium Declaration and the 2005 World Summit Outcome, which acknowledged peace and security, development and human rights as interlinked and mutually reinforcing pillars of the United Nations system, providing foundations for collective security and well-being. The United Nations human rights programme has a role in making development equitable, sustainable and responsive to the needs of people and in relation to conflict prevention and resolution.

19.3 The programme falls under the leadership of the High Commissioner for Human Rights, entrusted with the principal responsibility for the human rights activities of the Organization, under the direction and authority of the Secretary-General and within the framework of the overall competence, authority and decisions of the General Assembly and the Human Rights Council. OHCHR acts as the central supportive structure for the programme. By the end of 2010, the Office will complete, as appropriate, its reform in the follow-up to the 2005 World Summit, which took note of the High Commissioner's plan of action.

19.4 Priority will continue to be given to emphasizing the importance of human rights on international and national agendas, combating poverty and countering discrimination on all internationally recognized grounds, including race, sex, language or religion, advancing the rights of children and women, raising awareness of human rights at all levels of education, responding to the needs of the vulnerable for protection and addressing situations of international concern, in particular gross and systematic violations of human rights, as identified by the Human Rights Council and other relevant United Nations organs.

19.5 The continued engagement of OHCHR with countries is essential to the realization of the programme in the framework of the enhanced partnerships at the national, regional and international levels. Increased support for human rights implementation will continue to be provided to requesting Member States through mutually agreed bilateral frameworks, outlining, inter alia, assistance to national systems of human rights protection, national capacity-building, technical cooperation, human rights education and learning and other relevant activities. The programme will continue to take gender issues fully into account in the development and application of norms and procedures so that violations against women and girls are clearly identified and addressed.

19.6 Substantive and consolidated organizational support will be provided to the Human Rights Council and its subsidiary bodies and mechanisms, including the universal periodic review, special procedures, Human Rights Council Advisory Committee, and complaint procedure, as well as other relevant United Nations organs. The United Nations treaty-monitoring bodies, all serviced by OHCHR, will receive strengthened support and advice.

19.7 The programme strategy will be guided by the lessons learned from the biennium 2008-2009, in particular with regard to measurements of achievement that can be implemented realistically by OHCHR.

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

19.8 The responsibility for implementing the subprogramme lies with the Research and Right to Development Division.

A. Human rights mainstreaming

Objective of the Organization: to advance the promotion and protection of human rights and to further integrate human rights and their gender dimension into all relevant areas of work of the United Nations system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Further integration of human rights aspects into development, humanitarian, peace and security, governance and rule of law programmes and activities of the United Nations system	(a) Increased number of United Nations projects and activities that further integrate human rights

(b) Strengthened capacity of the United Nations system, in particular United Nations country teams, to further integrate human rights into their respective programmes and activities and to assist Member States, at their request, in building and strengthening national human rights promotion and protection capacities	(b) Increased number of United Nations projects, activities and common country programming documents that further integrate human rights
(c) Wider knowledge within the entire United Nations system, including United Nations country teams, of relevant human rights issues and their disability and gender dimension	(c) Increased number of Resident and Humanitarian Coordinators, Special Representatives of the Secretary-General, other senior officials and country teams trained and advised by OHCHR

Strategy

19.9 This part of the subprogramme will continue to play a leadership role in pursuing cooperation within the United Nations system for the integration of all human rights into its development, environmental, humanitarian, peace and security, governance, democracy and rule of law programmes and activities, consistent with the existing mandates in these areas, in order to contribute to the full and effective implementation of international human rights standards by States. The strategy will focus on:

(a) Integrating a human rights perspective into United Nations programmes and activities in the development, environmental, humanitarian, peace and security, governance, democracy and the rule of law areas, contributing to the promotion and protection of human rights at all levels;

(b) Strengthening the substantive engagement and partnership, at the international level, of OHCHR with the World Bank, the United Nations Development Programme and other United Nations agencies, bearing in mind their respective mandates, as well as with civil society, including non-governmental organizations;

(c) Promoting the practical integration of human rights into development programmes, as well as ensuring consistency and mutual reinforcement between United Nations-supported development activities and country engagement strategies jointly agreed between OHCHR and the concerned Member State;

(d) Developing methodologies to facilitate the inclusion of all human rights, in United Nations policies, programmes and activities for development, peace and security, rule of law, governance and humanitarian assistance, and to facilitate, where appropriate, the advancement of the practical applications of rights-based approaches to all the aforementioned areas;

(e) Contributing to developing the capability of the United Nations system, in particular the United Nations country teams, through training, advice and methodological tools, to assist requesting Member States in building and enhancing national capacities to promote and protect all human rights and in mainstreaming human rights into national policies.

B. Right to development

Objective of the Organization: to advance the promotion and protection of the effective enjoyment by all of all human rights by contributing to the effective realization of the right to development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, in the policies and operational activities of relevant actors at all levels	(a) Increased number of concrete measures and partnerships agreed to and applying progressively developed and refined criteria for the assessment of global development partnerships from the perspective of the right to development
(b) Enhanced awareness, knowledge and understanding of the right to development at all levels	(b) Increased number of activities, analytical papers and information materials organized or made available by OHCHR within and outside the United Nations in contribution to increasing knowledge, awareness and understanding of the realization of the right to development

Strategy

19.10 This part of the subprogramme will pursue a multidimensional strategy to support the implementation of the right to development in accordance with the Declaration on the Right to Development, the Vienna Declaration and Programme of Action and other relevant mandates. The strategy will focus on:

(a) Ensuring the realization of the right to development across the human rights programme and by the relevant bodies of the United Nations system;

(b) Enhancing substantive support to the Human Rights Council and its subsidiary mechanisms related to the right to development;

(c) Building stronger partnership and collaboration with relevant actors, including Member States, multilateral institutions and civil society, including non-governmental organizations and the private sector, so that support given to human rights bodies relevant to the right to development, as well as funds and specialized agencies, will have increased focus on its practical implementation;

(d) Encouraging the promotion and protection of the right to development in global development partnerships, as reflected in Millennium Development Goal 8 (aid, trade and debt reduction), through advocacy, networking, technical advice and the establishment of partnerships and other kinds of cooperation;

(e) Promoting the implementation of the right to development in technical assistance to requesting countries and, taking into account a human rights-based approach, in national development strategies, such as poverty reduction strategy papers, where they exist, national Millennium Development Goals strategies and

United Nations development frameworks, through close cooperation with Member States and United Nations agencies, funds and programmes;

(f) Identifying obstacles at the national, regional and international levels to the implementation of the right to development and promoting awareness about the content and importance of the right to development, including through increased engagement, research, advocacy and informational and educational activities;

(g) Promoting cooperation at the international and regional levels and continuing to support the Human Rights Council Working Group on the Right to Development and the High-level Task Force on the Implementation of the Right to Development on the application of the criteria for the assessment of global development partnerships from the perspective of the right to development.

C. Research and analysis

Objective of the Organization: to advance the promotion and protection of the effective enjoyment by all of all human rights by increasing knowledge, awareness and understanding of human rights and enhancing research and analysis of human rights issues, problems and challenges, and the development and application of expertise on human rights themes and methodologies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination against groups including but not limited to women, children, persons belonging to minorities, indigenous peoples, persons with disabilities, persons affected by HIV/AIDS, migrants, victims of trafficking and victims of enforced or involuntary disappearances	(a) Increased number of activities carried out and measures taken to promote and protect the enjoyment of human rights by members of those groups
(b) Strengthened efforts that contribute to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance	(b) Increased number of measures taken to eliminate all forms of racism, racial discrimination, xenophobia and related intolerance
(c) Enhanced contribution of OHCHR to the effective achievement of the Millennium Development Goals	(c) Increased number of activities carried out and measures taken in contribution to the effective implementation of the Millennium Development Goals
(d) Enhanced legal protection and advocacy for the full implementation of all human rights, including economic, social and cultural rights, including at the country level	(d) Increased number of activities carried out and measures taken in strengthening legal protection and advocacy in implementing all human rights, including economic, social and cultural rights

(e) More effective United Nations assistance to Member States, and other stakeholders, at their request, in strengthening the rule of law and democracy mechanisms for the protection of all human rights for all	(e) Increased number of activities and measures undertaken in strengthening the rule of law and democracy mechanisms for the protection of all human rights
(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to Governments and partners within and outside the United Nations system	(f) Increased number of methodological and operational guidelines and tools developed for the realization of human rights
(g) Enhanced capacity of OHCHR to provide training and advice for promoting human rights compliance with a view to protecting rights-holders at the national level	(g) Increased number of advice and training activities provided by OHCHR and its partners, as appropriate, in relevant substantive areas

Strategy

19.11 This part of the subprogramme will be responsible for the consolidation, further development and strengthening of substantive human rights expertise to support effective engagement with countries and global and national-level partnerships, and to lead efforts within the United Nations system to meet current human rights challenges. Strengthened expertise will be used to overcome human rights implementation gaps and will provide the basis for OHCHR to work on technical cooperation, advocacy, training, policy development, analysis, protection and advice to partners at all levels. The strategy will focus on:

(a) Advocacy for the indivisibility, interdependence and interrelatedness of all human rights by enhancing substantive and methodological expertise; development and consolidation of partnerships within and outside the United Nations for strengthening national capacity in the areas of the rule of law, democracy and good governance; human rights-based approaches to development, counter-terrorism and anti-trafficking measures as well as to the implementation of the Millennium Development Goals and poverty reduction strategies; protection of human rights in the context of the fight against terrorism; protection of human rights in the context of business activities; promotion and protection of all human rights; contributing to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance and new forms of discrimination; and strengthening of respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination against groups, including but not limited to, women, children, persons belonging to minorities, people of African descent, indigenous peoples, persons with disabilities, persons affected by HIV/AIDS, migrants, victims of trafficking and victims of enforced or involuntary disappearances;

(b) Advancing knowledge, awareness, understanding and implementation of all human rights, including through research, policy-oriented analysis, support to standard-setting capacity-building, advocacy, best practices and development of methodologies in the areas of human rights protection, institution-building and education, development and delivery of human rights training activities, including within the framework of the World Programme for Human Rights Education, provision of specialized human rights reference services and improved knowledge management;

(c) Wider inclusion in advisory services and training provided to requesting countries of measures to be taken to combat all forms of racism, racial discrimination, xenophobia and related intolerance, including through the effective implementation of all relevant international instruments and standards, and enhancement of research and analysis in this area;

(d) Follow-up to the Durban Declaration and Programme of Action.

Subprogramme 2
Supporting human rights treaty bodies

Objective of the Organization: to advance the promotion and protection of the effective enjoyment by all of all human rights by providing substantive support and advice to the United Nations human rights treaty bodies, and by increasing the knowledge and awareness of the international human rights treaties and the work of all treaty bodies among national and international actors

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely delivery of required substantive and other support to treaty bodies, in order to ensure that their recommendations emanating from the review of States parties' reports are implementable, including as a result of country visits and consideration of individual complaints, where required by treaty bodies	(a) (i) Increased number of documents submitted on time and in compliance with relevant rules and regulations for the issuance of documentation for consideration by treaty bodies (ii) Number of measures taken to strengthen support to treaty bodies and to promote the follow-up to treaty body recommendations, concluding observations and decisions
(b) Timely delivery of required substantive support to States parties related to their participation in more streamlined and harmonized reporting procedures before treaty bodies	(b) Increased number of instances in which treaty bodies considered States parties' reports based on the streamlined and harmonized reporting procedure
(c) Enhanced awareness, knowledge and understanding of treaty body outputs among national and international actors, including through new and effective methods of dissemination, such as better use of the Internet	(c) Increased number of national and international actors at all levels making use of treaty body recommendations and decisions with the support of OHCHR
(d) Enhanced cooperation with stakeholders at all levels who can benefit from and/or contribute to the work of treaty bodies, including in follow-up to treaty body recommendations	(d) Increased number of activities carried out and measures taken in cooperation with stakeholders at all levels, including in follow-up to treaty body recommendations

Strategy

19.12 The subprogramme is under the responsibility of the Human Rights Treaties Division. The strategy will include:

(a) Assisting the Committee on the Elimination of Racial Discrimination, the Committee on Economic, Social and Cultural Rights, the Human Rights Committee, the Committee on the Elimination of Discrimination Against Women, the Committee against Torture, the Committee on the Rights of the Child, the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families, the Subcommittee on Prevention of Torture, the Committee on the Rights of Persons with Disabilities, and the Committee on Enforced Disappearances[12] in their efforts to make their work more effective;

(b) Drawing on all available in-house resources and expertise to provide adequate substantive and technical support, including the analytical capacity, for the review of State reports, on the conduct of country visits by human rights treaty bodies, where provided for in the treaty or upon the request of States, and processing of individual complaints;

(c) Enhancing the effective functioning of human rights treaty bodies to assist them in their efforts to streamline and make their deliberations and decision-making processes more effective;

(d) Enhancing and coordinating in-house efforts more effectively and expanding partnerships with United Nations agencies, non-governmental organizations, national human rights institutions and the media to promote awareness and knowledge of all international human rights treaties and the work of all treaty bodies in order to support the effective implementation of international human rights standards and compliance with treaty commitments by States parties;

(e) Promoting ratification of human rights treaties.

Subprogramme 3
Advisory services, technical cooperation and field activities

Objective of the Organization: to advance the promotion and protection of the effective enjoyment by all of all human rights by cooperating with countries in efforts to strengthen the implementation of international human rights standards at the national level, including through assistance to requesting States, support to national plans and capacity-building for human rights promotion and protection

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of the United Nations to assist States, at their request, in their effort to translate their international human rights obligations into effective laws, regulations and policies	(a) Increased number of legislative and policy changes in accordance with relevant human rights standards and instruments as a result of OHCHR assistance to requesting States

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[12] At the time of submission of the present document, the respective conventions were not yet in force.

(b) Enhanced institutional capacity development at the national level through engagement with requesting States to meet the challenges to the full realization of all human rights	(b) Increased number of institutions established or strengthened in the field of human rights at the national level through assistance and training provided by OHCHR
(c) Increased outreach in the provision of mutually agreed assistance, including to remote areas, through advisory services and technical cooperation, to promote and protect all human rights	(c) Increased mutually agreed assistance, including to remote areas, through advisory services and technical cooperation
(d) Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level	(d) Increased number of institutionalized human rights training and education programmes for all relevant actors introduced at the national, subregional and regional levels, with the support of the United Nations human rights programme
(e) Enhanced capacity of United Nations country teams and United Nations peace missions to assist requesting countries in their effort to develop national human rights protection systems	(e) Increased number of programmes implemented by United Nations country teams and human rights components of United Nations peace missions in support of national human rights protection systems, in cooperation with requesting countries
(f) Enhanced OHCHR capacity to contribute to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights	(f) Increased number of cases in which OHCHR assisted in resolving identified situations of large-scale human rights violations at short notice

Strategy

19.13 The subprogramme is under the responsibility of the Field Operations and Technical Cooperation Division. The strategy will include:

(a) Strengthening United Nations efforts for peace, security and development by enhancing the capacity of United Nations country teams and of United Nations peacekeeping and peacebuilding missions to assist countries, at their request, in the development of national human rights protection systems guided, inter alia, by the recommendations of human rights treaty bodies and the human rights monitoring mechanisms of the Human Rights Council. This will be achieved through joint activities, with the United Nations offices or missions, the deployment of human rights officers and the provision of expert advice from Headquarters, regional and country offices;

(b) Rapidly deploying human rights observers and fact-finding missions in crisis situations, at the specific request of countries or as mandated by the Human Rights Council and other United Nations policymaking bodies;

(c) Providing stakeholders at the national level with human rights legal advice, education and training through technical cooperation programmes aimed at strengthening the administration of justice and developing effective national human rights institutions, human rights education programmes and comprehensive national plans of action. The need to address different human rights gaps in the implementation of human rights will guide OHCHR field activities, including the prompt response to emerging human rights emergencies;

(d) Strengthening cooperation within the United Nations system at the regional and subregional levels for the protection and promotion of human rights, including interaction between OHCHR programmes in the field and relevant United Nations human rights mechanisms;

(e) Following human rights developments to assist the Human Rights Council and other United Nations policymaking bodies as well as treaty-monitoring bodies in engaging in a dialogue with countries in the implementation of their respective mandates and ensuring efficient and effective functioning of the country-specific special procedures of the Human Rights Council.

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

Objective of the Organization: to advance the promotion and protection of the effective enjoyment by all of all human rights by providing substantive and technical support as well as advice to the Human Rights Council, its subsidiary bodies and mechanisms, including the Advisory Committee, special procedures, universal periodic review, and complaint procedure

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Prompt and effective provision of substantive, technical and expert support and advice to the Human Rights Council, its subsidiary bodies and mechanisms	(a) (i) Increased percentage of documents submitted on time for consideration by the Human Rights Council in compliance with relevant rules and regulations of issuance of documentation (ii) Increased number of Member States providing positive feedback as a result of the support provided by the Secretariat
(b) Timely and effective assistance, as appropriate, to States within the framework of the universal periodic review mechanism	(b) Increased number of activities carried out and measures taken to facilitate briefing and training activities, upon request by States, for the preparation of their submissions
(c) Timely and effective assistance to requesting States to assist them in the implementation of the recommendations they have agreed to in the universal periodic review process including through the provision of assistance from the relevant universal periodic review trust fund	(c) Number of requesting countries assisted in the implementation of universal periodic review recommendations

(d) Enhanced support to improve the impact of the work of special procedures mandate holders through the analysis of gaps in the implementation of international human rights standards and timely advice for addressing gross and systematic violations of human rights	(d) (i) Increased number of plans and activities supported by OHCHR in follow-up to reports and recommendations made by the thematic mandate holders (ii) Increased number of responses, feedback and follow-up to activities by special procedures mandate holders, including individual communications
(e) Enhanced support to the complaint procedure established to address consistent patterns of gross and reliably attested violations of all human rights and all fundamental freedoms occurring in any part of the world and under any circumstance	(e) (i) Increased percentage of documents submitted on time for consideration (ii) Percentage of communications considered by the implementing bodies as a result of timely and effective support by the Secretariat
(f) Enhanced cooperation with stakeholders at all levels who can benefit from and/or contribute to the work of the Human Rights Council, its subsidiary bodies and mechanisms	(f) Strengthened partnerships, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and policymaking bodies cooperating in the implementation of special procedures' findings and universal periodic review outcomes

Strategy

19.14 The subprogramme is under the responsibility of the Human Rights Council and the Special Procedures Division. The strategy will include:

(a) Providing adequate substantive, technical and expert support to the Human Rights Council, its subsidiary bodies and mechanisms, including the universal periodic review, special procedures, advisory committee and complaint procedure;

(b) Enhancing the effective functioning of human rights bodies and organs, including the Human Rights Council, including in their efforts to make their deliberations and decision-making processes more effective;

(c) Strengthening partnerships, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and policymaking bodies cooperating in order to support, as appropriate, follow-up to special procedures, findings and recommendations, and universal periodic review outcomes;

(d) Strengthening internal research, analytical, as well as information and education capability in support of the thematic special procedures and the universal periodic review mechanism, with a view to contributing to the enhancement of their effectiveness;

(e) Supporting and providing thematic expertise to fact-finding missions, including through enhanced cooperation with OHCHR geographic desks;

(f) Disseminating knowledge of the conclusions, recommendations and other outcomes of the universal periodic review as well as the findings and methodology of the thematic special procedures, and improving coordination, where appropriate, among mandate holders as well as between them and other mechanisms of the human rights machinery;

(g) Reinforcing dialogue and cooperation between thematic special procedures, the universal periodic review mechanism and partners, including Member States, United Nations country teams, national human rights institutions, civil society organizations and victims themselves;

(h) Strengthening the capacity and role of the OHCHR Documents Processing Unit, acting in close cooperation with the United Nations Office at Geneva, with a view to more effective coordination and streamlining of OHCHR documentation.

Legislative mandates

General Assembly resolutions

48/141	High Commissioner for the promotion and protection of all human rights
55/2	United Nations Millennium Declaration
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome
60/251	Human Rights Council
61/144	Trafficking in women and girls (subprogrammes 1 and 4)
61/148	International Convention on the Elimination of All Forms of Racial Discrimination (subprogrammes 1, 2 and 4)
61/159	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights
61/166	Promotion of equitable and mutually respectful dialogue on human rights
61/168	Enhancement of international cooperation in the field of human rights
61/177	International Convention for the Protection of All Persons from Enforced Disappearance (subprogrammes 2 and 4)

61/180	Improving the coordination of efforts against trafficking in persons (subprogrammes 1 and 4)
61/295	United Nations Declaration on the Rights of Indigenous Peoples
62/133	Intensification of efforts to eliminate all forms of violence against women (subprogrammes 1 and 4)
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (subprogrammes 1 and 2)
62/141	Rights of the child (subprogrammes 2 and 4)
62/148	Torture and other cruel, inhuman or degrading treatment or punishment (subprogrammes 2 and 4)
62/164	The right to food (subprogrammes 1 and 4)
62/170	Convention on the Rights of Persons with Disabilities and Optional Protocol (subprogrammes 1 and 2)
62/219	Report of the Human Rights Council
62/220	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action

Human Rights Council resolutions and decisions

1/102	Extension by the Human Rights Council of all mandates, mechanisms, functions and responsibilities of the Commission on Human Rights
2/102	Reports and studies of mechanisms and mandates
4/6	Strengthening of the Office of the United Nations High Commissioner for Human Rights
4/7	Rectification of the legal status of the Committee on Economic, Social and Cultural Rights (subprogrammes 1 and 2)
4/8	Follow-up to decision S-4/101 of 13 December 2006 adopted by the Human Rights Council at its fourth special session entitled “Situation of human rights in Darfur” (subprogrammes 3 and 4)
4/9	Combating defamation of religions (subprogrammes 1 and 4)
5/1	Institution-building of the United Nations Human Rights Council
5/2	Code of Conduct for Special Procedures Mandate-holders of the Human Rights Council (subprogrammes 1, 3 and 4)

6/9	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights
6/15	Forum on Minority Issues (subprogrammes 1 and 4)
S-4/101	Situation of human rights in Darfur (subprogrammes 3 and 4)

Commission on Human Rights resolutions

2005/3	Combating defamation of religions (subprogrammes 1 and 4)
2005/18	The right to food (subprogrammes 1 and 4)
2005/44	Rights of the child (subprogrammes 2 and 4)
2005/64	World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action (subprogrammes 1 and 2)
2005/65	Human rights of persons with disabilities (subprogrammes 1 and 2)
2005/72	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights
2005/79	Rights of persons belonging to national or ethnic, religious and linguistic minorities (subprogrammes 1 and 4)

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

General Assembly resolutions

41/128	Declaration on the Right to Development
46/122	United Nations Voluntary Trust Fund on Contemporary Forms of Slavery
59/113 A and B	World Programme for Human Rights Education
59/174	Second International Decade of the World's Indigenous People
59/195	Human rights and terrorism
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/147	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law

60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
61/144	Trafficking in women and girls
61/150	Universal realization of the right of peoples to self-determination
61/155	Missing persons
61/160	Promotion of a democratic and equitable international order
61/213	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/214	Role of microcredit and microfinance in the eradication of poverty
62/7	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
62/127	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
62/140	The girl child
62/142	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
62/144	Universal realization of the right of peoples to self-determination
62/151	Globalization and its impact on the full enjoyment of all human rights
62/154	Combating defamation of religions
62/155	Human rights and cultural diversity
62/158	Human rights in the administration of justice
62/160	Enhancement of international cooperation in the field of human rights
62/161	The right to development
62/162	Human rights and unilateral coercive measures
62/163	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all

62/165	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
62/211	Towards global partnerships

Economic and Social Council resolutions and decisions

2004/257	The right to restitution, compensation and rehabilitation for victims of grave violations of human rights and fundamental freedoms
2004/276	Traditional practices affecting the health of women and the girl child
2005/9	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2005/30	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
2005/270	Human rights and indigenous issues
2005/273	Human rights and transnational corporations and other business enterprises
2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger
2006/14	Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2006/27	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
2007/32	Joint United Nations Programme on HIV/AIDS
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2007/238	Agreed conclusions on the elimination of all forms of discrimination and violence against the girl child

Human Rights Council resolutions and decisions

1/3	Open-ended Working Group on an optional protocol to the International Covenant on Economic, Social and Cultural Rights

1/5	Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action
2/2	Human rights and extreme poverty
2/107	Access to medication in the context of pandemics such as HIV/AIDS, tuberculosis and malaria
2/111	Human rights and arbitrary deprivation of nationality
3/103	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the effective implementation of the Durban Declaration and Programme of Action
4/1	Question of the realization in all countries of economic, social and cultural rights
4/4	The right to development
4/5	Globalization and its impact on the full enjoyment of all human rights
4/102	Transitional justice
4/104	Enhancement of international cooperation in the field of human rights
6/1	Protection of cultural rights and property in situations of armed conflict
6/3	Human rights and international solidarity
6/6	Promotion of the enjoyment of the cultural rights of everyone and respect for cultural diversity
6/7	Human rights and unilateral coercive measures
6/8	Human rights and equitable access to safe drinking water and sanitation
6/10	United Nations declaration on human rights education and training
6/11	Protection of cultural heritage as an important component of the promotion and protection of cultural rights
6/13	The Social Forum
6/16	Informal meeting to discuss the most appropriate mechanisms to continue the work of the Working Group on Indigenous Populations

6/21	Elaboration of international complementary standards to the International Convention on the Elimination of All Forms of Racial Discrimination
6/22	From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance
6/24	World Programme for Human Rights Education

Commission on Human Rights resolutions

2004/35	Conscientious objection to military service
2004/43	Human rights in the administration of justice, in particular juvenile justice
2004/54	Tolerance and pluralism as indivisible elements in the promotion and protection of human rights
2004/118	Fundamental standards of humanity
2005/4	The right to development
2005/5	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
2005/14	Human rights and unilateral coercive measures
2005/16	Human rights and extreme poverty
2005/17	Globalization and its impact on the full enjoyment of all human rights
2005/20	Promotion of the enjoyment of the cultural rights of everyone and respect for different cultural identities
2005/22	Question of the realization in all countries of economic, social and cultural rights
2005/23	Access to medication in the context of pandemics such as HIV/AIDS, tuberculosis and malaria
2005/25	Women's equal ownership, access to and control over land and the equal rights to own property and to adequate housing
2005/26	Human rights and forensic science
2005/29	Strengthening of popular participation, equity, social justice and non-discrimination as essential foundations of democracy
2005/31	Hostage-taking
2005/32	Democracy and the rule of law

2005/35	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
2005/36	The incompatibility between democracy and racism
2005/37	Promoting the rights to peaceful assembly and association
2005/42	Integrating the human rights of women throughout the United Nations system
2005/45	Human rights and arbitrary deprivation of nationality
2005/52	Protection of indigenous peoples in times of conflict
2005/54	Enhancement of international cooperation in the field of human rights
2005/55	Human rights and international solidarity
2005/56	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
2005/57	Promotion of a democratic and equitable international order
2005/59	The question of the death penalty
2005/60	Human rights and the environment as part of sustainable development
2005/61	World Programme for Human Rights Education
2005/63	Protection of the human rights of civilians in armed conflicts
2005/66	Right to the truth
2005/68	The role of good governance in the promotion and protection of human rights
2005/69	Human rights and transnational corporations and other business enterprises
2005/70	Human rights and transitional justice
2005/81	Impunity
2005/84	The protection of human rights in the context of human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS)

Subprogramme 2
Supporting human rights treaty bodies

General Assembly resolutions

2106 A (XX)	International Convention on the Elimination of All Forms of Racial Discrimination
2200 (XXI)	International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights
34/180	Convention on the Elimination of All Forms of Discrimination against Women
39/46	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
44/25	Convention on the Rights of the Child
45/158	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/263	Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography; and Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict
57/199	Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
61/106	Convention on the Rights of Persons with Disabilities, and its Optional Protocol
61/148	International Convention on the Elimination of All Forms of Racial Discrimination
61/177	International Convention for the Protection of All Persons from Enforced Disappearance
62/141	Rights of the child
62/147	International Covenants on Human Rights
62/148	Torture and other cruel, inhuman or degrading treatment or punishment
62/218	Convention on the Elimination of All Forms of Discrimination against Women

Human Rights Council resolution

2/5	Effective implementation of international instruments on human rights

Subprogramme 3
Advisory services, technical cooperation and field activities

General Assembly resolutions

60/153	Establishment of a United Nations human rights training and documentation centre for South-West Asia and the Arab region
60/154	National institutions for the promotion and protection of human rights
60/172	Situation of human rights in Turkmenistan
60/174	Situation of human rights in Uzbekistan
60/180	The Peacebuilding Commission
61/154	The human rights situation arising from the recent Israeli military operations in Lebanon
61/167	Regional arrangements for the promotion and protection of human rights
61/291	Comprehensive review of the whole question of peacekeeping operations in all their aspects
61/296	Cooperation between the United Nations and the African Union
62/6	The situation in Afghanistan
62/106	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories
62/108	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
62/109	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem
62/110	The occupied Syrian Golan
62/146	The right of the Palestinian people to self-determination
62/167	Situation of human rights in the Democratic People's Republic of Korea
62/168	Situation of human rights in the Islamic Republic of Iran

62/169	Situation of human rights in Belarus
62/221	Subregional Centre for Human Rights and Democracy in Central Africa
62/222	Situation of human rights in Myanmar

Economic and Social Council resolutions

2006/7	Situation of women and girls in Afghanistan
2007/7	Situation of and assistance to Palestinian women

Human Rights Council resolutions and decisions

2/3	Human rights in the occupied Syrian Golan
2/4	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
2/113	Cooperation with the Office of the United Nations High Commissioner for Human Rights: Afghanistan
2/115	Darfur
3/1	Human rights situation in the Occupied Palestinian Territory: follow-up to Human Rights Council resolution S-1/1
4/2	Human rights situation in the Occupied Palestinian Territory: follow-up to Human Rights Council resolutions S-1/1 and S-3/1
6/5	Advisory services and technical assistance for Burundi
6/18	Human rights situation in the Occupied Palestinian Territory: follow-up to Human Rights Council resolutions S-1/1 and S-3/1
6/19	Religious and cultural rights in the Occupied Palestinian Territory, including East Jerusalem
6/20	Regional arrangements for the promotion and protection of human rights
6/25	Regional cooperation for the promotion and protection of human rights in the Asia-Pacific Region
S-3/1	Human rights violations emanating from Israeli military incursions in the Occupied Palestinian Territory, including the recent one in northern Gaza and the assault on Beit Hanoun

President's statements agreed upon by the Human Rights Council

6/PRST/1	Situation of human rights in Haiti

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

General Assembly resolutions

60/161	Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
61/173	Extrajudicial, summary or arbitrary executions
62/145	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
62/153	Protection of and assistance to internally displaced persons
62/156	Protection of migrants
62/157	Elimination of all forms of intolerance and of discrimination based on religion or belief
62/159	Protection of human rights and fundamental freedoms while countering terrorism

Economic and Social Council resolutions and decisions

2006/2	Implementation of General Assembly resolution 60/251

Human Rights Council resolutions and decisions

4/10	Elimination of all forms of intolerance and discrimination based on religion or belief
6/2	Mandate of the Special Rapporteur on the right to food
6/4	Arbitrary detention
6/12	Human rights and indigenous peoples: mandate of the Special Rapporteur on the situation of human rights and fundamental freedoms of indigenous people
6/14	Special Rapporteur on contemporary forms of slavery
6/17	Establishment of funds for the universal periodic review mechanism of the Human Rights Council
6/102	Follow-up to Human Rights Council resolution 5/1

Commission on Human Rights resolutions

2005/2	The use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
2005/9	Cooperation with representatives of United Nations human rights bodies
2005/15	Adverse effects of the illicit movement and dumping of toxic and dangerous products and wastes on the enjoyment of human rights
2005/19	Effects of economic reform policies and foreign debt on the full enjoyment of all human rights
2005/21	The right to education
2005/24	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health
2005/27	Enforced or involuntary disappearances
2005/28	Arbitrary detention
2005/30	Integrity of the judicial system
2005/33	Independence and impartiality of the judiciary, jurors and assessors and the independence of lawyers
2005/34	Extrajudicial, summary or arbitrary executions
2005/38	The right to freedom of opinion and expression
2005/39	Torture and other cruel, inhuman or degrading treatment or punishment
2005/40	Elimination of all forms of intolerance and of discrimination based on religion or belief
2005/41	Elimination of violence against women
2005/46	Internally displaced persons
2005/47	Human rights of migrants
2005/48	Human rights and mass exoduses
2005/51	Human rights and indigenous issues
2005/67	Human rights defenders
2005/80	Protection of human rights and fundamental freedoms while countering terrorism

Programme 20

International protection, durable solutions and assistance to refugees

Overall orientation

20.1 The overall objective of the programme is to provide international protection to refugees and others of concern to the United Nations High Commissioner for Refugees and to seek permanent solutions to their problems, as well as to ensure the provision of humanitarian assistance to them. Assistance plays a key role in facilitating international protection and the search for and realization of solutions. It is rooted in and grows out of the protective nature of the work of the Office of the United Nations High Commissioner for Refugees (UNHCR). In its operational activities, UNHCR seeks to integrate protection, the search for durable solutions and humanitarian assistance. The pursuit of durable solutions to the problems of refugees is the heart of protection and the principal purpose of the programme. The framework for the provision of international protection was further spelled out in the Agenda for Protection endorsed by the Executive Committee of the Programme of the United Nations High Commissioner for Refugees and welcomed by the General Assembly in 2002 (see A/57/12/Add.1, annex IV).

20.2 The mandate for the programme is contained in General Assembly resolution 319 A (IV), by which the Assembly established UNHCR as from 1 January 1951, and resolution 428 (V), which sets out the statute of the Office. The Assembly has also called upon the High Commissioner to ensure that returnees receive assistance to help in their sustainable reintegration, as well as to monitor their safety and well-being on return (see resolution 40/118). UNHCR has also been mandated to address the situation of stateless persons in accordance with the Convention relating to the Status of Stateless Persons (1954) and the Convention on the Reduction of Statelessness (1961). In addition, on the basis of specific requests from the Secretary-General or the competent principal organs of the United Nations and with the consent of the State concerned, UNHCR provides humanitarian assistance and protection to internally displaced persons (see resolution 48/116), working in cooperation with the United Nations Emergency Relief Coordinator (see resolution 58/153). In its work for internally displaced persons and as part of the collaborative response of the United Nations system to internal displacement, UNHCR has been given special responsibility for the following three areas: protection, emergency shelter and camp management/coordination. As regards the assistance activities of UNHCR, the basic provisions of its statute were built upon by the Assembly in its resolution 832 (IX). Through the adoption by the Assembly of its resolution 58/153 on implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate, the Office was given a renewed mandate to address the challenge of forced displacement through a mission based on a spirit of solidarity, responsibility and burden-sharing, with an abiding commitment to make the Office a truly multilateral institution.

20.3 The international legal basis for the protection of refugees finds its principal expression in the 1951 Convention and the 1967 Protocol relating to the Status of Refugees. In addition, there are a number of other international instruments of relevance, such as the 1989 Convention on the Rights of the Child. At the regional level, there are also important instruments and declarations, such as the Convention

Governing the Specific Aspects of Refugee Problems in Africa of the Organization of African Unity (now the African Union), the Cartagena Declaration on Refugees, adopted by the Colloquium on the International Protection of Refugees in Central America, Mexico and Panama, and the San José Declaration on Refugees and Displaced Persons. Similarly, for stateless persons, the international legal basis for addressing their situation is the 1954 and 1961 Conventions.

20.4 UNHCR is responsible for the implementation of the programme. The overall strategy that will be followed consists of a range of activities undertaken in cooperation with States and various organizations and pursued with a continued strong emphasis on improving efficiency, transparency and accountability through the Office's ongoing structural and management change process and through the institutionalization of results-based management. Notable among the activities are the following:

(a) The pursuit of comprehensive strategies, in cooperation with States and organizations, aimed at mitigating and preventing the causes of forced population movements as well as finding solutions to them when they occur;

(b) The ongoing development of a legal regime of international protection, including through the promotion of accessions to international and regional instruments relating to the status of refugees or otherwise benefiting refugees, the effective implementation of refugee rights and the promotion and dissemination of refugee law and protection principles;

(c) Enhancing and reinforcing host country capacities to provide asylum and protection;

(d) Ensuring that UNHCR fully participates in and supports the strengthened collaborative response of the United Nations to situations of internal displacement through its leadership and coordination of areas for which the Office has been given special responsibility: protection, emergency shelter and camp management/ coordination;

(e) The further development of contingency planning, emergency preparedness and response capabilities, in coordination with other organizations, so as to respond effectively and efficiently to situations of forced human displacement;

(f) Ensuring that UNHCR and its partners incorporate into all aspects of the delivery of humanitarian assistance the particular needs and capacities, ascertained through participatory assessments, of refugee women and elderly refugees and the special needs of refugee children and adolescents, and ensuring also that UNHCR and its partners provide protection and humanitarian assistance in a manner that is sensitive to environmental considerations and in such a way that it is supportive of and reinforces development initiatives to the extent possible;

(g) The further development, in consultation with concerned parties, of options to ensure the security and the civilian and humanitarian character of refugee camps and settlements as well as security in areas of return and to explore further concrete ways of enhancing the safety and security of UNHCR staff and other humanitarian workers working with refugees and returnees; in this regard, due consideration should be given to the obligation of United Nations officials, in the conduct of their duties, to observe fully both the laws and regulations of Member States and their duties and responsibilities to the Organization;

(h) The systematic follow-up to relevant recommendations in the plans of action emanating from recent international conferences, especially the plan of action related to the Millennium Development Goals and the involvement, as soon as possible, of other humanitarian and development organizations, both national and international, in providing assistance to refugees, returnees, internally displaced persons and host communities and in the search for durable solutions.

20.5 The programme is under the intergovernmental guidance of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees, in accordance with its terms of reference, as adopted by the General Assembly in its resolution 1166 (XII). Pursuant to the request of the Assembly in that resolution, the Economic and Social Council, in its resolution 672 (XXV), established the Executive Committee of the High Commissioner's Programme, which came into existence on 1 January 1959. Reaffirming the terms of reference laid down by the General Assembly, the Council decided that the Executive Committee, being entrusted with the terms of reference set forth in General Assembly resolution 1166 (XII), should: (a) determine the general policies under which the High Commissioner should plan, develop and administer the programmes and projects required to help solve the problems referred to in resolution 1166 (XII); (b) review at least annually the use of funds made available to the High Commissioner and the programmes and projects being proposed or carried out by his Office; and (c) have authority to make changes in and give final approval for the use of funds and the programmes and projects referred to in subparagraphs (a) and (b) above. In subsequent resolutions, the General Assembly, the Economic and Social Council and the Executive Committee of the Programme of the High Commissioner have called upon the Office, in the context of its basic mandate, to assist other groups of persons regarded as falling under the competence of the High Commissioner. Although established by the Economic and Social Council, which elects its members, the Executive Committee functions as a subsidiary organ of the General Assembly and it represents the key governing body of UNHCR. It advises the High Commissioner in the exercise of his or her functions and approves the use of extrabudgetary funds made available to the High Commissioner. The annual cycle of meetings of the Executive Committee consists of one annual plenary session and a number of intersessional meetings of the Standing Committee. Reports on the sessions of the Executive Committee are submitted to the General Assembly as an addendum to the report of the High Commissioner. Pursuant to General Assembly resolution 62/123 on the enlargement of the Executive Committee, the membership of the Committee was increased from 72 to 76 States.

20.6 The High Commissioner, who is elected by the General Assembly on the nomination of the Secretary-General, provides the overall direction, supervision and management of the activities under this programme. The functions of the High Commissioner are set out in the annex to the statute of UNHCR. The High Commissioner is assisted by a Deputy High Commissioner and Assistant High Commissioners for Protection and for Assistance.

Objective of the Organization: to lead and coordinate efforts for the international protection of refugees and other persons of concern to the United Nations High Commissioner for Refugees and to achieve permanent solutions to their problems, while at the same time ensuring the provision of humanitarian assistance throughout the refugee cycle from the outset of an emergency until such time as the beneficiaries have been successfully reintegrated into their communities of origin

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Progress towards achieving durable solutions for refugees and other persons of concern, particularly through enhanced international cooperation	(a) (i) Strengthened host country capacity, upon request, to provide quality asylum and increased adherence to international protection standards (ii) More efficient processing of refugee status determination (iii) Strengthening the protection of refugees within broader migration movements
(b) International standards of protection are more fully met for all persons of concern to UNHCR, taking into account age, gender and personal background, and, in particular, implementation of and compliance with the Executive Committee's conclusions on women and girls at risk and on children at risk	(b) (i) Improved knowledge of international protection standards through participation in the protection learning programme (ii) Improved levels of registration of persons of concern (iii) Increased percentage of survivors of sexual and gender-based violence who have received psychosocial, medical, legal or any other form of support (iv) Decreased number of refugee camps reporting children (6-59 months old) suffering from global acute malnutrition (v) Increased percentage of refugees in camps having access to culturally appropriate HIV/AIDS information/education/communication materials (vi) Increased number of primary health-care facilities per 10,000 refugees established by UNHCR, as well as other quantifiable improvements brought about with the assistance of UNHCR to meet the basic needs of refugees and others of concern to UNHCR

(c) Progress towards achieving durable solutions to the many instances of forced displacement	(c) (i) Increased number of actors involved in activities aimed at promoting the self-reliance of returnees, supporting local integration in the spirit and context of the Executive Committee's conclusion on local integration and providing support to host countries and countries of origin in order to promote durable solutions
	(ii) Increased number of refugees and other persons of concern who return from situations of forced displacement in the framework of programmes of voluntary repatriation to the countries of origin
	(iii) Increased number of persons resettled to third countries
(d) Strengthened partnerships with other actors to better enable UNHCR to discharge its mandate to assist refugees and others of concern to UNHCR in a spirit of burden-sharing and international solidarity	(d) (i) Increased level of voluntary contributions provided by the international community, including private, corporate and institutional donors
	(ii) Number of emergency preparedness arrangements and contingency plans elaborated in response to potential refugee emergencies
	(iii) Increased number of coordinated initiatives of relevant United Nations agencies aimed at addressing needs of refugees or returnees and the surrounding communities
	(iv) Number of government agencies involved in the support of countries hosting or reintegrating refugees in accordance with the UNHCR strategy of repatriation, reintegration, rehabilitation and reconstruction
(e) Progress in helping host countries in the provision of assistance to refugees and others of concern to UNHCR and in strengthening their local capacity to cope with related issues	(e) Number of countries assisted by UNHCR to provide assistance to refugees and others of concern to UNHCR and to strengthen their capacity to cope with related issues

Strategy

20.7 The implementation of the programme falls under the overall responsibility of the Division of International Protection Services and the Division of Operational Services. The overall objective related to protection and durable solutions is multifaceted and will be pursued in a number of ways. Further accessions to the 1951 Convention and the 1967 Protocol relating to the Status of Refugees as well as to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness will be promoted. The monitoring of the observance by States of internationally accepted standards for the treatment of refugees, especially the fundamental principles of asylum and non-refoulement, will contribute to ensuring the effective implementation of refugee rights by the States concerned. This will involve working especially for the establishment by States of fair and efficient procedures for the determination of refugee status or, as appropriate, other mechanisms to ensure that persons in need of international protection are identified and granted such protection and to ensure that all persons seeking international protection are granted access to those procedures and mechanisms.

20.8 The Office will furthermore continue to encourage States to address the phenomenon of mixed migration in a more comprehensive and coherent manner. The frame of reference for UNHCR activities in this regard is its 10-point plan of action for refugee protection and mixed migration which provides a framework of protection tools that could be built into broad migration strategies that take into account international protection needs while creating solutions tailored to the various categories of people in mixed migration movements. Similarly, with much international migration taking place by sea, UNHCR will continue to be involved in issues related to the disembarkation of mixed-migration groups and the search for solutions for those rescued at sea or found as stowaways and who are in need of international protection.

20.9 The Office will also, through the strengthening protection capacity project, continue to help States and communities build the capacity to protect refugees and others of concern and to find solutions for them. To ensure a more effective response to the protection needs of refugee women, children and adolescents, a more concerted effort will be made to mainstream policies and guidelines relating to those groups of refugees through the work of specially trained interdisciplinary UNHCR country teams. In addition, partnerships will be established with a broad range of actors, for example, under such initiatives as Women Leading for Livelihoods, in which economic empowerment is pursued for refugee and internally displaced women and girls with the support of prominent and professional women from around the world.

20.10 The promotion and dissemination of refugee law and protection principles, particularly through training, in cooperation with non-governmental organizations, academic institutions and other relevant organizations of governmental and non-governmental officials, will be another means of achieving the stated objective. In addition, when, on the basis of a specific request of the Secretary-General or a competent principal organ of the United Nations and with the consent of the State concerned, UNHCR provides protection to internally displaced persons, it will do so on the basis of criteria enumerated in the relevant resolutions of the General Assembly and in close collaboration with other concerned entities and agencies. To revitalize old partnerships and build new ones in support of the international refugee protection system, efforts to promote collaboration on refugee protection with a wide range of actors, including the Office of the United Nations High Commissioner for Human Rights, will be continued. In order to find permanent solutions to the problems of refugees, especially those in protracted refugee situations, and internally displaced persons, efforts will be made to promote the development of more comprehensive and regional approaches.

20.11 The aspects of the programme dealing with humanitarian assistance, including emergency response, are under the responsibility of the Department of Operations. UNHCR will engage in a number of strategies. The Office is concerned that assistance, whenever possible, should be delivered in such a way that it involves the recipients and taps their potential. This participatory approach will be part of a broader situation analysis, which will also include improved demographic data deriving from enhanced registration tools and the use of standards and indicators for UNHCR assistance sectors. This approach should lead to a significant improvement in the quality of UNHCR assistance programmes, especially for refugee women and children and elderly refugees.

Legislative mandates

Conventions and conference declarations

Convention relating to the Status of Refugees (1951) and its Protocol (1967)

Convention relating to the Status of Stateless Persons (1954)

Convention on the Reduction of Statelessness (1961)

Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa (1969)

Cartagena Declaration on Refugees (1984)

Convention on the Rights of the Child (General Assembly resolution 44/25) (1989)

San José Declaration on Refugees and Displaced Persons (1994)

General Assembly resolutions

58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate
62/124	Office of the United Nations High Commissioner for Refugees

Executive Committee

A/AC.96/965/Add.1	Agenda for Protection
	Conclusions on the international protection of refugees

Programme 21
Palestine refugees

Overall orientation

21.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established as a separate entity within the United Nations system and as a subsidiary organ of the General Assembly by resolution 302 (IV), from which UNRWA derives its mandate to provide continued assistance to the Palestine refugees. Since starting operations in 1950, UNRWA has adapted and enhanced its programmes to meet the increasingly complex needs of refugees and to provide them with a measure of stability amid chronic conflict in the region, within available resources. It stands ready to continue to do so during the biennium 2010-2011 in accordance with the triennial mandate it receives from the Assembly.

21.2 UNRWA reports directly to the General Assembly. Overall review of UNRWA programmes and activities is undertaken by the 23-member Advisory Commission, which includes representatives of the Agency's major donors and host Governments. In its resolution 3331 B (XXIX), the Assembly decided that, with effect from 1 January 1975, the expenses relating to the emoluments of international staff in the service of UNRWA, which would otherwise have been charged to voluntary contributions, should be financed by the regular budget of the United Nations for the duration of the Agency's mandate.

21.3 The strategic objectives of UNRWA for the biennium 2010-2011 are to promote the best possible levels of human development of the refugees consistent with internationally agreed goals and the standards in the region where they reside.

21.4 UNRWA aims to achieve its objectives by maintaining and improving the provision of education and health services, relief and social support, and microfinance loans to registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip, a population that is projected to reach 4.8 million by 2010.

21.5 Since 2000, the Agency has provided emergency assistance to refugees in acute distress within its areas of operations as a result of conflicts, including military operations, humanitarian access restrictions and prolonged economic hardship in the occupied Palestinian territory and Lebanon. This emergency assistance programme reaches more than 1.4 million refugees annually. UNRWA will continue to provide such services as necessary, as well as, on an exceptional basis, as mandated in General Assembly resolution 2252 (ES-V), services to non-refugees in serious need of immediate assistance.

21.6 During the biennium 2010-2011, UNRWA seeks to make further progress in strengthening its management and service delivery through its organizational development programme, through which the Agency is enhancing its capacity to plan, implement and evaluate its services to the refugees, expand outreach to non-traditional donors and to further enhance accountability to its stakeholders. UNRWA will also continue its efforts to mainstream gender and meet the needs of refugee children and those with disabilities, and to develop further the Agency's protection, programming, operation and advocacy responses, thereby bringing UNRWA closer to fulfilling its obligations vis-à-vis the directives of the General

Assembly and the Secretary-General, international human rights law, the Beijing Platform for Action, the Convention on the Rights of the Child, and the Convention on the Rights of Persons with Disabilities.

21.7 The Agency, which is almost entirely dependent on voluntary funding to implement its programmes, has contended not only with chronic funding shortfalls, but also with more sudden, politically induced funding uncertainties. It will continue to seek the additional resources it needs to improve the quality of services it provides to the refugees, while maintaining cost-conscious management and the operational flexibility required to respond to unforeseen disruptions to lives and livelihoods in Palestine refugee communities.

Subprogramme 1
Education

Objective of the Organization: to meet the basic educational and training needs of Palestine refugees, in particular children and youth, and to improve their educational and employment opportunities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of education provided to the Palestine refugee population at all levels and increased coverage and access to educational facilities	(a) (i) Reduction in the drop-out rate for pupils in the elementary education cycle (ii) Reduction in the drop-out rate for pupils in the preparatory education cycle (iii) Reduction in the repetition rate for pupils in the elementary education cycle (iv) Reduction in the repetition rate for pupils in the preparatory education cycle (v) Increase in the pass rate of comprehensive State examinations of semi-professional vocational training in Jordan, the West Bank and Gaza
(b) Adapted and improved course content and curricula in both the general and technical education programmes to match developments in host countries	(b) Percentage of the curricula adapted or improved relative to the total number of modifications required
(c) Adapted and improved course content and curricula in vocational training institutions to meet changing market conditions	(c) Percentage of the curricula adapted or improved relative to the total number of modifications required

Strategy

21.8 The strategy in attaining the objective includes:

(a) Supporting schools to ensure that each eligible Palestinian child has a place in school, where he or she receives quality education, and improving the services provided in vocational and technical training centres for better job opportunities;

(b) Maintaining an environment conducive to learning and meeting the needs arising from the natural growth in the refugee population through upgrading and construction of facilities and enhancing the skills and competencies of the Agency's teaching and training staff;

(c) Fostering work relationships with ministries of education in order to have ample time to respond to changes;

(d) Ensuring that equipment, tools and teaching aids are updated;

(e) Ensuring the maintenance of full gender parity in UNRWA schools and enhancing gender mainstreaming in UNRWA vocational training centres;

(f) Providing educational services to Palestine refugees in accordance with the needs of the refugees, their identity and cultural heritage and consistent with the standards of the United Nations Educational, Scientific and Cultural Organization.

Subprogramme 2
Health

Objective of the Organization: to meet the basic health needs of Palestine refugees and to improve the overall state of health of their community

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduced infant and maternal mortality from preventable causes related to pregnancy and childbirth, with special emphasis on reduction of neonatal mortality	(a) (i) Increased percentage of infants delivered by trained personnel (ii) Increased percentage of pregnant women registered with health-care services
(b) Reduced morbidity, disability and mortality from communicable and non-communicable diseases	(b) (i) Maintenance of above 95 per cent immunization coverage rate against vaccine-preventable diseases (ii) Increased percentage of newly detected cases managed for non-communicable diseases
(c) Improved environmental sustainability in refugee camps and improvement of safe indoor water facilities	(c) (i) Increased percentage of camp refugee shelters connected to underground sewerage systems (ii) Increased percentage of camp refugee shelters provided with safe indoor water facilities, including potable water

(d) Streamlined health policies and service standards to conform with those of the host authorities	(d) Strengthened and improved quality of partnership agreements and joint programmes with the host authorities

Strategy

21.9 The strategy in attaining the objective includes:

(a) Improving the quality and efficiency of the current services to achieve international standards;

(b) Focusing on the integration of the various elements of care within a primary health-care approach, with special emphasis on the reduction of risk factors and the management of high-risk groups;

(c) Expanding special programmes for the control of non-communicable diseases and the prevention and control of iron deficiency anaemia in order to improve the impact of these programmes on the health status of the target group;

(d) Addressing the underlying social and economic determinants of health through policies that protect the vulnerable and ensure that they have priority access to health care, and integrating a pro-poor, gender-responsive approach and respect for human rights;

(e) Reducing the long-term health consequences, such as psychological trauma of emergencies, disasters, crisis and conflicts, and minimizing their social and economic impact;

(f) Continuing investment in the training and development of health staff;

(g) Strengthening partnerships with stakeholders to help mobilize additional resources, increase efficiency and cost-effectiveness and avoid overlap.

Subprogramme 3
Relief and social services

Objective of the Organization: to provide the most disadvantaged Palestine refugees with humanitarian assistance, and promote self-reliance of less-advantaged members of the refugee community, especially women, the elderly, children, youth and persons with disabilities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved social safety net provision for the lowest income refugee families	(a) (i) Increased percentage of shelters rehabilitated in relation to cumulative identified housing needs for special hardship cases

	(ii) Decreased percentage of assisted special hardship families who are living below the poverty line (iii) Decreased percentage of special hardship families receiving selective cash assistance compared with the total number of special hardship families
(b) Enhanced well-being of disadvantaged Palestine refugees	(b) (i) Increased number of individuals benefiting from loan products through the microcredit community support programme (ii) Increased number of persons with disabilities receiving direct rehabilitation from community-based rehabilitation centres (iii) Increased number of women benefiting from awareness-raising, skills training, and legal/social counselling

Strategy

21.10 The strategy in attaining the objective includes:

(a) Adopting an approach to alleviate poverty among the most vulnerable Palestine refugees;

(b) Strengthening the academic and technical abilities of relief and social services staff members, especially social workers and their immediate supervisors, to better identify the needs and responses of refugee families;

(c) Providing short-term humanitarian assistance in times of crisis to relieve the suffering of the worst affected individuals, families and communities;

(d) Ensuring that all registered refugee data are recorded in a web-based and up-to-date electronic database, which will also serve as the hub of an effective management information system for the Agency;

(e) Promoting and facilitating community-based action through community-based organizations that create social, cultural, economic or educational opportunities and provide services for women, the elderly, children, youth and persons with disabilities and their families;

(f) Promoting the institutional capacity of community-based organizations through training and technical assistance to enhance refugee participation in the formulation and implementation of social services for vulnerable groups in their communities;

(g) Promoting a community-based rehabilitation strategy for the creation, rehabilitation or equalization of opportunities and the social inclusion of all persons with disabilities;

(h) Mainstreaming a gender perspective as an integral part of all relief and social services plans, policies and programmes in order to achieve gender equality;

(i) Improving the efficiency of the distribution of food aid.

Subprogramme 4
Microfinance and microenterprise

Objective of the Organization: to continue striving towards an enhanced coordinating role vis-à-vis alternative service providers, with the aim of improving the quality of life of small and microentrepreneurs, create and sustain jobs, decrease unemployment and provide income-generating opportunities for needy men and women through the provision of credit

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued interaction with alternative service providers	(a) Number of interactions with alternative service providers
(b) Increased business and income-generating opportunities	(b) (i) Increased value of loans disbursed (ii) Increased number of loans disbursed
(c) Improved development of the capacity of women microentrepreneurs	(c) (i) Increased number of loans provided to women-owned enterprises (ii) Increased value of outstanding balance on women's loans

Strategy

21.11 The strategy for attaining the objective includes the development of a range of self-sustaining credit products that are sufficiently comprehensive to meet the normal range of financial needs of microenterprise owners and Palestine refugee householders. The outreach of these products to the business and residential community will be provided through an expanding network of branch offices in each region to ensure that areas with significant Palestine refugee populations have access to the programme's loan products. Each branch office will be developed on the basis of institutional cost recovery and where the market is able to support self-sufficient credit operations.

Legislative mandates

General Assembly resolutions

302 (IV)	Assistance to Palestine refugees
3331 (XXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East
62/102	Assistance to Palestine refugees

62/103	Persons displaced as a result of the June 1967 and subsequent hostilities
62/104	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East

Programme 22
Humanitarian assistance

Overall orientation

22.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies and to facilitate the smooth transition from emergency relief to rehabilitation and development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly reaffirmed the guiding principles of humanitarian assistance and reinforced earlier decisions and resolutions adopted by it and the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and other humanitarian emergencies. This mandate has further been confirmed and broadened through Assembly, Economic and Social Council and Security Council resolutions. The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives, in line with ongoing efforts to ensure greater predictability, accountability and partnership in humanitarian response.

22.2 The strategy for implementing the programme is based on the need for the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in humanitarian emergencies; the development and mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the promotion of disaster risk reduction; advocacy of humanitarian issues; and the availability of timely information on emergencies and natural disasters to facilitate global humanitarian assistance. The principal responsibility for implementation of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction. The Office for the Coordination of Humanitarian Affairs works closely with the United Nations Development Group and other members of the United Nations system to facilitate a smooth transition from relief to rehabilitation and development. The Office for the Coordination of Humanitarian Affairs also advocates for and contributes to stronger preparedness for a more timely humanitarian assistance to emergencies through regional cooperation in accordance with its respective mandates.

22.3 To accomplish its mission, the Office for the Coordination of Humanitarian Affairs is committed to working towards the goal of gender equality. The Office has developed a policy on gender equality which it will implement through its Gender Action Plan. Tools such as the gender toolkit and the Inter-Agency Standing Committee Gender Handbook in Humanitarian Action provide practical information on gender as a cross-cutting issue in all areas that aims to ensure that women, girls, boys and men have access to and benefit from humanitarian protection and assistance efforts.

Subprogramme 1
Policy and analysis

Objective of the Organization: to ensure strategic and operational coherence of humanitarian response through the development of a structured policy and guidance framework

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved coordination within the United Nations system in response to disasters and emergencies	(a) The number of agreements adopted by the Inter-Agency Standing Committee on appropriate standards to improve coordination mechanisms and structures at Headquarters and in the field
(b) Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development	(b) The number of inter-agency evaluation recommendations implemented by humanitarian agencies
(c) Improved capacity by United Nations humanitarian coordinators for the protection of civilians	(c) The number of resident coordinators/humanitarian coordinators trained in the application of guidelines on the protection of civilians

Strategy

22.4 Substantive responsibility for the subprogramme is vested in the Policy Development and Studies Branch in New York.

22.5 The Branch will continue to develop a humanitarian policy that identifies emerging humanitarian trends and changes in the humanitarian environment in order to build harmonized policy positions among humanitarian agencies based on international humanitarian law, guiding principles as contained in the annex to resolution 46/182, and human rights.

22.6 The Branch will foster strategic and operational coherence through the continued development of a structured policy and guidance framework for use by humanitarian coordinators, Office for the Coordination of Humanitarian Affairs field offices and the broader humanitarian system. The Branch will also lead the development of inter-agency policies, guidance and analytical tools, including the development of a common framework for needs assessment. It will develop aides-memoires and diagnostic tools for political actors, such as Member States and peacekeepers, to use during crisis management so as to help ensure consideration of key humanitarian concerns. In addition, it will contribute to the development of training programmes and standard operating procedures to ensure that staff and other actors in emergencies are aware of key humanitarian policies, methodologies and processes and are able to apply them flexibly and appropriately in varied contexts. The Branch will help identify best practice and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

22.7 Moreover, the Office for the Coordination of Humanitarian Affairs will support and promote the efforts of Governments of affected countries, upon their request, and those of other agencies, with the approval of the Government concerned, to assist and protect internally displaced persons. Support will be given to the establishment of effective planning capacity for the management of the transition from relief to reconstruction and development. In addition, efforts will be made to ensure that lessons learned from past experience are applied to the strengthening of future humanitarian assistance activities. The secretariat of the Inter-Agency Standing Committee will provide support to the Committee in its efforts to ensure a well-coordinated international response to humanitarian crises and should conduct regular briefings with Member States on its activities.

Subprogramme 2
Coordination of humanitarian action assistance and emergency response

Objective of the Organization: to ensure a coherent, equitably supported and timely humanitarian response to alleviate human suffering in natural disaster and complex emergencies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Provision of timely and coordinated support to all United Nations operational agencies engaged in the response to humanitarian emergencies	(a) The number of new emergencies in which coordination staff is deployed within five days
(b) Increased availability of extrabudgetary resources for humanitarian activities	(b) (i) Increased ratio of contributions received from donors to requirements identified in the consolidated appeals process (ii) Increased ratio of unearmarked contributions received from donors improving the flexibility of funding (iii) Increased ratio of donor contributions against priorities per sector/cluster and disaster (iv) Increased number of non-traditional donors including the private sector
(c) Progress in mainstreaming a gender perspective in humanitarian assistance	(c) Increased percentage of instances where the particular needs of women and children are effectively addressed through common humanitarian action plans

(d) Humanitarian actions by the United Nations system are properly coordinated and integrated with political, security and peacekeeping initiatives	(d) (i) The number of political, security and peacekeeping initiatives that take into account humanitarian perspectives, in particular those contained in the Secretary-General's note of guidance on integrated missions dated 9 February 2006
	(ii) The number of up-to-date United Nations country team contingency plans
(e) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies	(e) (i) The average amount of CERF funding received and available for disbursement to humanitarian crises
	(ii) The prompt availability of CERF funds in the field office for an emergency crisis
	(iii) Agreed priority needs and programmes funded through CERF in a timely manner

Strategy

22.8 Substantive responsibility for the subprogramme is vested in the Coordination and Response Division in New York and the External Relations and Support Mobilization Branch in Geneva.

22.9 The Coordination and Response Division will provide advice to the Emergency Relief Coordinator on all aspects of operational decision-making in response to humanitarian emergencies through its link to resident and humanitarian coordinators and Office for the Coordination of Humanitarian Affairs field coordination units worldwide; mobilize, coordinate and facilitate international humanitarian assistance; in collaboration with the Emergency Preparedness Section and the Inter-Agency Standing Committee, enhance preparedness based on the Office for the Coordination of Humanitarian Affairs Global Focus Model, through support to country teams in contingency planning; lead or participate in inter-agency and interdepartmental assessment missions and offer the United Nations system information and advice on a timely basis with respect to humanitarian assistance activities, in strict conformity with the guiding principles, as contained in the annex to resolution 46/182 and resolution 58/114.

22.10 The Division will be actively involved in creating more predictable humanitarian finances to enable a prompt response to new or rapidly deteriorating crises, in particular through the Central Emergency Response Fund. The Coordination and Response Division in collaboration with the Central Emergency Response Fund secretariat will ensure the appropriate application of the Fund guidelines and timely responses by the Emergency Response Coordinator. The Division will also provide support for the strengthening of the cooperation between assisting and recipient countries.

22.11 The External Relations and Support Mobilization Branch will aim to consolidate sustainable partnerships in support of mobilizing resources for humanitarian operations and advocate for equitable humanitarian funding. In this regard, the Branch will continue to support the engagement of the Office for the Coordination of Humanitarian Affairs with United Nations agencies, Member States, the Red Cross and Red Crescent movement, non-governmental organizations and relevant authorities, the private sector and the media in support of humanitarian response. The Branch will work with the Office for the Coordination of Humanitarian Affairs colleagues in identifying and disseminating key advocacy messages and further strengthening existing partnerships with States members of the Group of 77, the Organization of the Islamic Conference and the Gulf Cooperation Council. In addition, the Office for the Coordination of Humanitarian Affairs will further support public-private collaboration, initiated through the World Economic Forum-Office for the Coordination of Humanitarian Affairs Guiding Principles for Public-Private Collaboration in Humanitarian Action adopted in 2007. The creation of strategic alliances with donors is also essential; the Branch will facilitate outreach activities in support of effective and principled humanitarian action at the regional and country levels of key concern to the Office for the Coordination of Humanitarian Affairs. The Branch will engage in regular dialogue with Geneva-based mission representatives through day-to-day interaction and also through formal forums such as the Office for the Coordination of Humanitarian Affairs Donor Support Group and Member States' briefings on new or ongoing emergencies. Field-based support will be provided through day-to-day dialogue and follow-up of humanitarian action/strategies and addressed at the Geneva level with Member States and other donors and United Nations and non-United Nations agencies through thematic or disaster-specific working groups/high-level forums. In addition, the Branch will organize and participate in briefings to the European Union and European institutions through the efforts of the Office for the Coordination of Humanitarian Affairs Liaison Officer in the United Nations Office in Brussels. To ensure effective response to natural disasters and complex emergencies, flexibility of funding and timeliness are essential. Improving flexibility and timeliness requires greater donor coherence and effort to honour pledges quickly. The Branch will work closely with other Office for the Coordination of Humanitarian Affairs Branches/Sections, partners and forums, such as the Good Humanitarian Donorship initiative, in support of improving humanitarian financing though the development of standards, systematic and efficient mechanisms for implementation and monitoring of funding support in emergencies. Strategic planning is supported by common humanitarian action plans in the form of flash appeals and through the consolidated appeals process. To ensure relevance and effectiveness, the Branch will continue to build on lessons learned to improve the consolidated appeals process and flash appeals in support of strengthened, structured and well-managed mechanisms of coordination for humanitarian response. Access to timely and accurate information is critical in supporting assessment of needs and monitoring of impact. The Branch will continue to support and make efforts to improve information management tools and guidelines that support a robust humanitarian resource mobilization mechanism.

22.12 Finally, the Office for the Coordination of Humanitarian Affairs will lead the way towards improved coordination structures at the country, regional and international levels, as part of the humanitarian agenda; ensure that all capacity-building efforts for resident and humanitarian coordinators include guidance on their role in the development of the cluster approach; while taking into account ongoing intergovernmental discussions in this regard, ensure that all of its field staff and headquarters support staff have the relevant knowledge needed to support clusters at the field level, as appropriate; and advocate, with the Inter-Agency Standing Committee to provide more information on its implementation.

Subprogramme 3
Natural disaster reduction

Objective of the Organization: to provide leadership and build partnerships in reducing vulnerability to natural hazards and ensure effective international support to reduce the impact of disasters

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased national capacities for reducing disaster risk	(a) (i) Increased number of development frameworks and policies adopted at the national level that include elements of disaster risk assessment
	(ii) Increased number of countries adopting national programmes to implement disaster risk reduction strategies
(b) Increased awareness and commitment to implementing the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters	(b) (i) Increased number of countries, regional and international organizations and other stakeholders reporting on progress in the implementation of the Hyogo Framework for Action
	(ii) The number of national, regional and thematic coordination mechanisms and platforms established
	(iii) The number of countries with effective and functioning national coordination mechanisms in place
(c) Increased national capacities for post-disaster recovery planning at all levels	(c) (i) Increased number of knowledge products (tools, methodologies, case studies, training curricula) produced by national Governments and other relevant stakeholders
	(ii) Increased number of countries incorporating disaster-reduction measures into post-disaster recovery operations
(d) Increased level of donor support for disaster reduction and recovery programmes and projects	(d) The global number of disaster risk reduction activities financed by all relevant stakeholders

Strategy

22.13 Substantive responsibility for the subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat, as the focal point for disaster risk reduction within the United Nations system.

22.14 The World Conference on Disaster Reduction adopted the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (see A/CONF.206/6 and Corr.1), setting out strategic goals, priorities of action and implementation and follow-up activities within the International Strategy for Disaster Reduction system. The focus of the subprogramme is to meet the expected outcome of the Hyogo Framework for Action, following a twofold strategy to achieve its objective concurrent with the focus of activities undertaken with the two participating organizations, namely, the secretariat of the International Strategy for Disaster Reduction and the United Nations Development Programme (UNDP).

22.15 The International Strategy for Disaster Reduction secretariat will continue to act as a facilitating and coordination body on disaster risk reduction in respect of policy development, advocacy, strategic information and knowledge management, regional support and resource mobilization. In addition, it will provide substantive support on disaster risk reduction to the Secretary-General and to agencies of the United Nations system and their governing bodies; and will ensure and support coordination and coherent action among International Strategy for Disaster Reduction system partners to facilitate the implementation of the Hyogo Framework for Action at all levels. These efforts will include the provision of support to the guidance and coordination mechanisms of the International Strategy for Disaster Reduction system and the Global Platform for Disaster Risk Reduction and will also include reinforcing the resource mobilization capacities to raise funds for disaster risk reduction in general, for its work and for that of International Strategy for Disaster Reduction system partners at all levels. The PreventionWeb will be further developed as a global disaster risk reduction information platform for all stakeholders. The International Strategy for Disaster Reduction secretariat will also strengthen its work at regional level, for enhanced regional collaboration and effectiveness in supporting Governments. Finally, it will increase its efforts to promote cooperation among international organizations and networks towards developing consistent data collection and assessment on natural hazards, vulnerabilities and risks, on disaster impacts, and on progress made in implementing the Hyogo Framework for Action, and will publish regular reports.

22.16 Through its network of country offices, UNDP will continue to support the development and implementation of disaster risk reduction programmes and projects at the regional and national levels. A major thrust of UNDP work will be devoted to the production of tools for mainstreaming disaster risk reduction in development and recovery planning in order to empower other partners to reduce disaster risk. These tools are supported by a capacity enhancement effort started in 2006 to put in place national advisers in disaster-prone countries. The Capacity for Disaster Reduction Initiative (CADRI), hosted by the International Strategy for Disaster Reduction secretariat and jointly coordinated and supported by UNDP, the Office for the Coordination of Humanitarian Affairs and the International Strategy for Disaster Reduction secretariat, will enhance the capacities of the United Nations system and national authorities to implement the Hyogo Framework for Action.

Capacity-building support will include risk analysis and monitoring; policy and programme formulation, implementation and evaluation; advocacy and resource mobilization; and training and learning for human resource development.

Subprogramme 4
Emergency support services

Objective of the Organization: to expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of resource requirements and timely dissemination of information	(a) International assistance and resources are provided to the affected country within 48 hours following its request for international assistance
(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies	(b) Increased number of national and international partnerships and networks that can respond effectively to disasters and emergencies

Strategy

22.17 Substantive responsibility for the subprogramme is vested in the Emergency Services Branch in Geneva.

22.18 Support will be provided to disaster-affected countries through the strengthening of mechanisms for emergency response; the promotion of the membership of developing and disaster-prone countries in emergency response networks; the development and strengthening of the capacities for coordination of humanitarian response of the Office for the Coordination of Humanitarian Affairs; and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in case of natural disasters and complex emergencies. In addition, support will be provided through the increased involvement of potential recipient and donor countries, using a regional approach, as well as United Nations agencies, in relevant activities, including training and exercise programmes and capacity-building for response preparedness.

22.19 Emphasis will be placed on ensuring the timely dissemination of information on the situation in countries affected by emergencies and disasters, including the identification of resource requirements, to relevant partners; activating emergency and disaster-response tools to reduce the impact of emergencies and disasters; expanding the United Nations Disaster Assessment and Coordination team in different regions; standardizing operational procedures for international urban search and rescue teams; further developing a comprehensive network of partners, comprising Governments, United Nations agencies, intergovernmental and relevant non-governmental organizations and corporate actors; and strengthening national and regional civil-military and military-military coordination, upon the request of Member States, for more efficient and coherent support to international humanitarian relief operations, by implementing the United Nations civil/military coordination training programme. Emphasis will also be placed on increasing the extent to which acute environmental impacts of disasters are identified and addressed during the response phase as well as strengthening coordination in the field of humanitarian logistics through expanded cooperation with relevant partners.

Subprogramme 5
Humanitarian emergency information and advocacy

Objective of the Organization: to ensure effective advocacy of humanitarian principles on behalf of populations affected by disasters and emergencies and strengthen systems for the provision of timely, analytical and reliable information in support of humanitarian decision-making and response

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of and regard for humanitarian principles and concerns	(a) Increased media coverage that refers to humanitarian principles and actions
(b) Strengthened information management based on common standards and practices	(b) Increased number of partnerships with members of the humanitarian community for information-sharing, coordination and standardization

Strategy

22.20 Substantive responsibility for the subprogramme rests with the Advocacy and Information Management Branch.

22.21 The Branch will continue to support the Emergency Relief Coordinator and the humanitarian community in advocacy aimed at encouraging Member States and parties to conflict to put humanitarian principles as set out in resolutions 46/182 and 58/114 into practice and through advocacy centred around international humanitarian law, the protection of civilians in armed conflict and the safety and security of aid workers. Sustained efforts will continue to be made on advocacy aimed at maintaining the distinction between civilians and combatants, and ending impunity for those who commit attacks on civilians, including aid workers. Furthermore, Member States and parties to conflict will continue to be encouraged to do more to preserve humanitarian space and humanitarian access, through assisting and supporting humanitarian coordinators and United Nations country teams on the ground in developing and implementing humanitarian advocacy strategies and action plans.

22.22 The Branch will also seek to better develop strategies to highlight forgotten emergencies and natural disasters, especially through agreed-upon key messages targeting national and international media that utilize its web platform (OCHA-

Online), and by advocating jointly or independently with non-governmental organizations, civil society groups and academic institutions to highlight humanitarian crises. The Branch will also provide services — including press releases, media alerts, interviews and public briefings, op-eds, crisis communication and advocacy strategy design — designed to amplify country-specific strategies and messages, thereby strengthening the overall humanitarian advocacy of the Office for the Coordination of Humanitarian Affairs.

22.23 Another vital aspect of the subprogramme entails providing timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support humanitarian action on the ground. The Branch will further strengthen the systems for collection, analysis, dissemination and sharing of humanitarian information through expanded networks, coverage and reach. This includes updating and improving its principal websites, namely, OCHA-Online and ReliefWeb, as well as the Integrated Regional Information Networks, its independent field-based humanitarian news service. Partnerships with other members of the humanitarian community for information-sharing, coordination and standardization will be further enhanced. The Branch will also seek to help establish common tools for establishing a knowledge base for the humanitarian community.

Legislative mandates

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters
52/12	Renewing the United Nations: a programme for reform
60/1	2005 World Summit Outcome
62/94	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
62/95	Safety and security of humanitarian personnel and protection of United Nations personnel
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council resolutions

1999/1	Special economic, humanitarian and disaster relief assistance
2007/3	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Security Council resolutions

1738 (2006)	Protection of civilians in armed conflict

1778 (2007)	Establishment of the United Nations Mission in the Central African Republic and Chad
1794 (2007)	Extension of the mandate and capacity of the United Nations Organization Mission in the Democratic Republic of the Congo

Subprogramme 1
Policy and analysis

General Assembly resolutions

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel
61/117	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories
61/138	New international humanitarian order
61/220	Participation of volunteers, "White Helmets", in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development
62/125	Assistance to refugees, returnees and displaced persons in Africa
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
62/153	Protection of and assistance to internally displaced persons

Security Council resolution

1776 (2007)	Extension of the authorization of the International Security Assistance Force in Afghanistan

Subprogramme 2
Coordination of humanitarian assistance and emergency response

General Assembly resolutions

56/112	Emergency assistance to the Sudan
57/103	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan
57/148	Humanitarian assistance to the Federal Republic of Yugoslavia
58/24	Emergency humanitarian assistance to Ethiopia
58/26	Emergency humanitarian assistance to Malawi
58/114	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

59/137	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
59/214	Assistance to Mozambique
59/215	Humanitarian and special economic assistance to Serbia and Montenegro
59/216	International assistance for the economic rehabilitation of Angola
59/219	Assistance for the rehabilitation and reconstruction of Liberia
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
60/216	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan
60/217	Economic assistance for the reconstruction and development of Djibouti
60/218	Humanitarian assistance and rehabilitation for Ethiopia
60/219	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia
61/138	New international humanitarian order
61/218	Humanitarian assistance and reconstruction of Liberia
61/219	International assistance for the economic rehabilitation of Angola
62/6	The situation in Afghanistan
62/9	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
62/92	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
62/93	Assistance to the Palestinian people
62/125	Assistance to refugees, returnees and displaced persons in Africa

Security Council resolutions

1674 (2006)	Protection of civilians in armed conflict
1779 (2007)	Extension of the mandate of the United Nations Panel of Experts established pursuant to Security Council resolution 1591 (2005) and extended by resolutions 1651 (2005), 1665 (2006) and 1713 (2006) to monitor implementation of the measures in Darfur
1784 (2007)	Extension of the mandate of the United Nations Mission in the Sudan

Subprogramme 3
Natural disaster reduction

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements
59/232	International cooperation to reduce the impact of the El Niño phenomenon
61/200	Natural disasters and vulnerability
62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
62/92	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
62/192	International Strategy for Disaster Reduction

Subprogramme 4
Emergency support services

General Assembly resolutions

56/99	Emergency response to disasters
60/13	Strengthening emergency relief, rehabilitation, reconstruction and prevention in Pakistan in the aftermath of the South Asian earthquake disaster
60/220	Humanitarian assistance and rehabilitation for El Salvador and Guatemala
62/9	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
62/92	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Subprogramme 5
Humanitarian emergency information and advocacy

General Assembly resolution

62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster

Programme 23
Public information

Overall orientation

23.1 In its mission to help fulfil the substantive purposes of the United Nations by strategically communicating the activities and concerns of the Organization to achieve the greatest public impact, the Department of Public Information coordinates its communications campaigns on key priority areas and maintains a balance between new and traditional means of communications. It also makes every effort to widen the pool of its communications partners and to strengthen its outreach to the public in both developed and developing countries through the network of United Nations information centres. The mandate of the Department is contained in General Assembly resolution 13 (I). The Department's work is guided by the priorities laid down by the Assembly and its subsidiary body, the Committee on Information, through resolutions on questions relating to information, the most recent of which are resolutions 62/111 A and B.

23.2 The Department seeks to promote global awareness and enhanced understanding of the work and issues of the United Nations by providing timely, accurate, impartial, comprehensive and coherent information. To this end, using the Millennium Declaration as its guide, the Department will focus on themes in support of the three pillars of the Organization: development, peace and security, and human rights, including priority themes such as peacekeeping, climate change and food security. The Department will continue to provide support for the dissemination of information pertaining to United Nations initiatives, including dialogue among civilizations and the culture of peace. Within these four broad priority themes, Within these themes and initiatives, the Department will seek to underscore the Secretary-General's emphasis on delivering results, accountability and addressing global challenges for the common good. In addition, the Department identifies Africa as a regional focus and youth as a strategic audience for its communications work.

23.3 The Department works closely with substantive offices of the United Nations system to deliver effective and targeted information programmes on the identified key areas, including for global conferences and observances. It aims to reach and engage audiences worldwide, including Governments, the media, non-governmental organizations, educational institutions, business and professional organizations and other members of civil society to encourage support for the Organization and its objectives.

23.4 To accomplish its mission, the Department takes the following core approaches: strategic working relationships with the substantive departments and offices of the Secretariat and the organizations and bodies of the United Nations system; enhanced use of the latest information and communications technologies, in both traditional and electronic media, to deliver information directly and instantaneously worldwide; the building of expanded grass-roots support through partnerships with civil society organizations; and the parity of official United Nations languages in the preparation of news and communications products.

Subprogramme 1
Strategic communications services

Objective of the Organization: to broaden understanding of and support for the work of the United Nations on priority thematic issues, in particular by providing communications support for key United Nations events and initiatives

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of media coverage on the thematic priority issues	(a) Higher percentage of balanced or favourable coverage
(b) The objectives of key United Nations initiatives and events are supported and advanced	(b) Increased level of satisfaction expressed by the organizers of key United Nations initiatives and events for the Department's communications materials and services
(c) Improved understanding at the local level of work carried out by the United Nations	(c) (i) Higher percentage of target audiences indicating that their understanding about the United Nations has grown or improved
	(ii) Increased number of page views of the subprogramme's websites

Strategy

23.5 The subprogramme will be implemented within the Department of Public Information by the Strategic Communications Division, which consists of the Communications Campaigns Service, the Information Centres Service, including the network of United Nations information centres, and the Committee Liaison Unit.

23.6 The objective will be accomplished by developing communications guidance and messages that are more focused, through better vertical integration of campaigns and messages between the Department at Headquarters and the network of United Nations information centres in the field, as well as through improved horizontal integration between the Department and the respective information components of United Nations funds, programmes and agencies. At the national level, the network of United Nations information centres will continue to closely integrate their work with the strategic and communications priorities of United Nations resident coordinators and country teams, while benefiting from more thorough, timely and targeted information from the subprogramme's offices concerned with development, peace and security, and human rights issues. Specially designated information centres will continue to assist other centres in their respective regions in sharing resources and in developing messages and communications campaigns that are tailored to regional or subregional needs and interests. The United Nations Communications Group will be utilized to enhance the coordination of communications activities between the Department and the wider United Nations system, through inter-agency task forces to harmonize communications on priority issues for the Organization. In addition, communications efforts that have a particular national or regional resonance will be strengthened through United Nations communications groups at the country and regional levels.

23.7 In order to enhance public understanding of the aims and activities of the United Nations, information products will be created bearing in mind the full priority of the official languages as well as local languages for delivery to target audiences. Strategic media outreach activities, including press conferences, and interviews with senior officials will also be organized. Websites in local languages will continue to be maintained and strengthened by the network of United Nations information centres.

23.8 Operational support and strategic communications advice will continue to be provided to the information components of United Nations peace missions, as well as to political missions as appropriate.

Subprogramme 2
News services

Objective of the Organization: to strengthen support for the United Nations by enhancing the quality, format and timeliness of the subprogramme's news and information products about the Organization, and by increasing the geographic range and frequency of use by media outlets and other users

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations	(a) (i) Increased partnerships with radio and television, consumers and rebroadcasters, by language and by region
	(ii) Increased number of page views and unique visits to the United Nations website, including the News Centre, by official language
	(iii) Increased number of individual end-user downloads of radio and television products and high-resolution photographs
(b) Timely access for news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products	(b) Maintenance of the current percentage of products meeting deadlines

Strategy

23.9 The subprogramme will be implemented primarily by the News and Media Division, supported by the Office of the Spokesperson for the Secretary-General and by the network of United Nations information centres.

23.10 The objective will be accomplished through the timely delivery of accurate, balanced and, where feasible, customized news and information materials and services, namely, radio, television, video, photographic, print and Internet, to media and other users globally, utilizing new information technologies to reach a wider audience more quickly. Multilingualism and developing-country media will be particular priorities of the subprogramme's outreach efforts.

23.11 New information technologies will also enable the subprogramme to continue to improve access from the field, especially during times of breaking news, as well as to enhance its integrated multimedia services.

23.12 Taking advantage of the opportunities provided by new technologies for disseminating and receiving information, such as mobile devices, will require innovative associations with information providers, supplementing partnerships and other forms of collaboration with broadcasters and other redisseminators. Such collaborations will help to meet the needs of a global audience by offering the widest possible range of information providers and quality material that reflects the priorities identified by Member States, including the Millennium Development Goals. Special programmes will be produced and distributed as required.

Subprogramme 3
Outreach and knowledge-sharing services

Objective of the Organization: to enhance understanding of the role, work and concerns of the United Nations, and to encourage the exchange of ideas, information and knowledge in support of the goals of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened and expanded relationships with partners	(a) Increased partnerships with relevant organizations within the United Nations system and externally
(b) Increased awareness of outreach and knowledge-sharing services and products	(b) (i) Maintenance of the level of clients expressing satisfaction with the subprogramme's products and services
	(ii) Increased number of page views of the subprogramme's websites

Strategy

23.13 Subprogramme 3 will be implemented by the Outreach Division, which includes the Civil Society Service, the Dag Hammarskjöld Library, other United Nations information services, as applicable, the Sales and Marketing Section, the Advocacy Unit and the secretariat of the Publications Board and the Exhibits Committee.

23.14 These offices will work to inform and stimulate debate on the Organization's priority issues through outreach efforts targeted to the public and in alliance with key partners, including non-governmental organizations, the academic community, educational institutions, celebrity advocates, such as the Messengers of Peace, partner libraries (including depository libraries), other representatives of civil society and the media. They will also work to provide relevant information products and services to facilitate the work of Member States, Secretariat staff and researchers and to support internal communications at the United Nations. The offices will provide enhanced access to information and knowledge and promote increased participation and involvement in the United Nations work through conferences, briefings, exhibits, publications and teaching materials.

23.15 The objective will be accomplished by expanding the Division's relationships with internal and external partners and by furthering their understanding of the basic principles and priority issues of the Organization. The Division also seeks to involve these audiences in the concerns addressed by the United Nations and provide them with a platform from which their concerns can be communicated to the Secretariat. Emphasis in the area of information management will be based on the needs of clients to have access to information in support of the goals of the Organization. Increased focus will be placed on coaching and training, support for staff and delegates on information management using technological tools and strengthening internal communications within the Secretariat. Full use will be made of the opportunities provided by information and communications technologies, including the Internet, webcasting and videoconferencing, to reach larger audiences, encouraging their interaction with the Organization and enhancing their access to information about the United Nations and global issues. Management and preservation of Dag Hammarskjöld Library collections and digitization of official United Nations documentation will be addressed to ensure improved access. The Steering Committee for the Modernization and Integrated Management of United Nations Libraries, led by the Department of Public Information, works in partnership with other United Nations libraries to establish common policies, standards and services, including methods for evaluating and measuring the performance of library services.

Legislative mandates

General Assembly resolutions

13 (I)	Organization of the Secretariat (annex I)
55/2	Millennium Declaration
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
60/7	Holocaust remembrance
60/252	World Summit on the Information Society
61/45	International Decade for a Culture of Peace and Non-Violence for the Children of the World, 2001-2010
61/95	United Nations Disarmament Information Programme
61/266	Multilingualism

62/82	Special information programme on the question of Palestine of the Department of Public Information of the Secretariat
62/96	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
62/111 A	Questions relating to information: information in the service of humanity
62/111 B	Questions relating to information: United Nations public information policies and activities
62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/147	International Covenants on Human Rights
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009

Programme 24

Management and support services

Overall orientation

24.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and the efficiency and effectiveness of the Organization in managing its resources in three broad management areas, namely, finance, human resources and support services, including procurement and infrastructures; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

24.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260 and 60/283, addressing issues of the reform and revitalization of the Organization, and other relevant resolutions.

24.3 The programme is also focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

24.4 The Department of Management, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through improved management training, more focused programme planning, more effective use of results-based management and regular and systematic monitoring and evaluation practices. Accountability of senior managers will be facilitated through the support of the Management Performance Board and the administration of the senior managers' compacts. In addition, the Department will support the Management Committee in carrying out its responsibilities concerning the implementation of oversight body recommendations and in ensuring that material weaknesses and other major weaknesses in internal control identified by the oversight bodies are addressed and that remediation plans are in place.

24.5 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff, increase their flexibility and mobility in adapting to the priorities of the

Organization and enhance their ability to carry out their work more effectively. The Department will continue to support and strengthen the integration of the gender perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

24.6 The Department, in close coordination with the administrative services of offices away from Headquarters, will continue to play an important role in the implementation of the information and communications technology strategy for the Secretariat to take full advantage of the potential of those technologies to support management reform and promote more efficient and effective ways of working. One significant initiative will be the introduction of an enterprise resource planning system, in accordance with the decision of the General Assembly, that will serve as an integrated global information system for the Secretariat worldwide, enabling the effective management of human, financial and physical resources, and that will be based on streamlined work processes. The enterprise resource planning system will be critical for the introduction and implementation of the International Public Sector Accounting Standards.

24.7 As a result of the adoption by the General Assembly of resolutions 61/261 and 62/228, the Department will play a different role in the system of administration of justice. The new system, which is expected to take full effect on 1 January 2009, has an important new feature — a mandatory "management evaluation" of all contested administrative decisions, which is to be undertaken in the Department of Management within prescribed time limits, with corrective action taken where necessary. This step complements efforts to strengthen management accountability and promote the swift and timely resolution of disputes. The Department will continue to represent the Organization, through the Office of Human Resources Management, in appeals and disciplinary cases.

24.8 The Department will also manage the historic renovation of the United Nations Headquarters complex in New York. The capital master plan, as the project is known, will entail a complete renovation of the complex and result in a modern, safe and energy-efficient Headquarters for the Organization. The five-year project is expected to be in the construction phase during the period 2010-2011, with ongoing renovation under way at that time in the Secretariat, General Assembly and Conference Buildings.

24.9 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations entities when such services would be more efficient and cost-effective than existing decentralized arrangements.

24.10 Furthermore, the Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

A. Headquarters

Subprogramme 1[13]
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Component 1: management services[14]

Objective of the Organization: to improve management services throughout the Secretariat as a means of enhancing effectiveness, efficiency, accountability and transparency

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules	(a) (i) Full compliance of all new and revised management policies, procedures and internal controls with legislative mandates and relevant regulations and rules (ii) Increased percentage of recommendations of audit bodies fully implemented and material weaknesses and reportable conditions identified and remediation plans in place (iii) Improvement in the timeliness of business processes (reduction in the number of months, weeks or days required) (iv) Improvement of management of administrative overhead cost per United Nations staff
(b) Improved methods, tools and techniques to assess efficiency and productivity in key management and services functions	(b) Implementation of concrete measures, such as a planning table, in order to monitor management services functions

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[13] The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

[14] Separate proposals relating to the accountability framework, the enterprise risk management and internal control framework and the results-based management framework contained in the report of the Secretary-General (A/62/701 and Add.1 and Corr.1) are still under consideration by the General Assembly. Pending decisions thereon by the Assembly, proposed related revisions to the biennial programme plan and priorities in respect of programme 24, subprogramme 1, have not have been incorporated into the present document.

(c) Increased efficiency in the review of contracts awarding and disposal of assets with fairness, integrity and transparency and in compliance with the relevant rules and regulations	(c) (i) Decreased average amount of time required for the handling of cases by the Headquarters Committee on Contracts (ii) Increased number of cases handled by the Headquarters Property Survey Board

Strategy

24.11 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will play a key role in the promotion of good management practices across the Secretariat and in the introduction of new administrative policies, processes and procedures that comply fully with legislative mandates and the relevant regulations and rules. The Office will focus on effective communication with Member States and within the Secretariat on management reform and policy issues and on monitoring, assessing and reporting on the impact of management reforms. Accountability of senior managers will be facilitated through the support of the Management Performance Board and the administration of senior managers' compacts. In addition, the Office will review oversight body findings and recommendations, identify material weaknesses and reportable conditions and follow up on the status of implementation of recommendations and the adoption of remediation plans. The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which will support the work of the Committee, which makes recommendations to the decision maker on proposed procurement actions over a specific threshold, and the secretariat of the Headquarters Property Survey Board, which will support the work of the Board, which makes recommendations on proposed actions on disposal of the United Nations property and assets.

Component 2: administration of justice: management evaluation component

Objective of the Organization: to ensure that there is greater personal accountability for decision-making and that flawed administrative decisions do not proceed to litigation in the formal system of administration of justice

Expected accomplishments of the Secretariat	Indicators of achievement
Increased ability to monitor delegated authority for management-related decisions as well as increased managerial accountability	(i) Timely response to management evaluation requests, within the prescribed 30- and 45-day time limits (ii) Reduced number of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat

	(iii) Reduced number of cases proceeding to the United Nations Dispute Tribunal for formal litigation

Strategy

24.12 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Individual requests for an evaluation of contested decisions before cases proceed to litigation will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation will be the final step in the process of determining whether a mistake has been made or an irregular action taken, before the case proceeds to the first level of judicial review. That would give management an opportunity to correct itself, where necessary, and to hold decision makers accountable in cases where an improper decision has been taken. Adequate accountability measures will be established to ensure that individuals and the Organization are held accountable for their actions in accordance with the relevant resolutions and regulations.

Component 3: services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: to facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(i) Timely preparation and submission to the General Assembly of the programmes of work and the final reports of the Fifth Committee and the Committee for Programme and Coordination
	(ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services

Strategy

24.13 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the objective will include:

(a) Proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and revitalizing their work. Provision of analytical and historical information on their proceedings with a view to developing appropriate proposals on the methods of work for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications.

Subprogramme 2
Programme planning, budget and accounts

Component 1: programme planning and budgeting

Objective of the Organization: to secure the resources required for the financing of the mandated programmes and activities of the Secretariat and to improve management of the utilization of those resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to Member States on issues relating to the programme budget and budgets of the criminal tribunals	(a) (i) Increased percentage of reports and supplementary information submitted by the documentation deadlines (ii) Increased number of Member States expressing satisfaction with the clarity, quality and completeness of budgetary documents and of the supplementary information provided
(b) Improved monitoring of resources for the programme budget and budgets of the criminal tribunals	(b) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
(c) Improved monitoring of extrabudgetary activities and client services	(c) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments (ii) Reduced percentage variance between extrabudgetary allotments and expenditures (iii) Reduced the number of unsatisfied clients to zero per cent

Strategy

24.14 This component of subprogramme 2 is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the plan period, the focus will be on:

(a) Developing and implementing policies, procedures and methodology, consistent with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, on matters relating to the programme budget and extrabudgetary resources, and providing guidance to departments/offices in respect thereto;

(b) Preparing and presenting to the legislative bodies the Secretary-General's budget outline; biennial programme budgets, including budgets of special political missions and budgets of the criminal tribunals; budget performance reports; and other reports on budgetary matters, including statements of programme budget implications of new activities, as well as revised or supplementary programme budget proposals;

(c) Continuing the facilitation of deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues;

(d) Enhancing control reporting systems and procedures relating to the implementation of programme budgets and extrabudgetary funds to ensure the economical and proper use of resources;

(e) Improving services to clients, both within and outside the Secretariat, by leveraging technology to simplify administrative processes and through continued emphasis on the development of the staff's substantive, technical and managerial skills;

(f) Continuing the monitoring of compliance by offices in receipt of specific delegations of authority in budgetary matters;

(g) Improving current procedures for the administration of extrabudgetary funds, including further improving the timeliness of responses to client departments and offices.

Component 2: financial services relating to peacekeeping operations

Objective of the Organization: to secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the peacekeeping budgets	(a) (i) Increased budget implementation rate as a percentage of appropriations

	(ii) Increased percentage of budget and performance reports submitted by the documentation deadlines
(b) Increased timeliness of payments to troops	(b) Liabilities for troops do not exceed three months

Strategy

24.15 This component of subprogramme 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with respect to peacekeeping activities. The presentation of budgets, performance and special reports will be improved and include results-based frameworks, where applicable, and resource requirements and expenditure information made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

Component 3: accounting, contributions and financial reporting

Objective of the Organization: to further improve the quality of financial statements and client satisfaction with services provided, and to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and improve the application of related decisions

Expected accomplishments	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) No more than two significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) Increased percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) The reconciliation of bank accounts within 30 days after month's end
(c) Insurance policies that have increased benefits for the Organization	(c) Number of improvements or beneficial adjustments made to terms of insurance policies

(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(d) (i) Maintenance of the percentage of monthly reports on the status of contributions issued by the end of the following month (ii) Increased percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines

Strategy

24.16 This component of subprogramme 2 is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue. The Accounts Division will participate actively in the continued implementation of the selected enterprise resource planning system. It will also carry out activities aimed at ensuring the successful implementation of the International Public Sector Accounting Standards. The Contributions Service of the Division will provide effective support to the Committee on Contributions and the General Assembly in the process of reaching agreement on the scale of assessments for the period 2010-2012 and on the basis for financing peacekeeping activities for that period, and it will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Component 4: treasury services

Objective of the Organization: to ensure the prudent investment of funds and to improve cash-management actions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds	(a) (i) The return on the United States dollar investment pool is equal to or above the 90 day United States Treasury bill rate of return (ii) The return on the euro investment pool is equal to or above the Euro OverNight Index Average (EONIA) rate of return

(b) Improved efficiency and security of the payment system	(b) (i) Maintenance of a loss-free record in safeguarding financial resources (ii) Increased percentage of automatic disbursements through the Society for Worldwide Interbank Financial Telecommunication (SWIFT) (iii) Reduced number of bank accounts

Strategy

24.17 This component of subprogramme 2 is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management, including through efforts to reduce the number of bank accounts; and increasing the proportion of payments effected through electronic and other secure means.

Component 5: financial information operations

Objective of the Organization: to improve the efficiency of financial business processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Consistency of the operational requirements strategy of the Office of Programme Planning, Budget and Accounts with the International Public Sector Accounting Standards and the enterprise resource planning system	(a) (i) Percentage of the Office of Programme Planning, Budget and Accounts operational requirements incorporated seamlessly with the International Public Sector Accounting Standards and the enterprise resource planning system (ii) Increased percentage of information on extrabudgetary resources integrated into the financial information system
(b) Adequate backup support resources for all critical Office of Programme Planning, Budget and Accounts systems	(b) Reduced percentage of service support requests that are not completed within the allocated time frame
(c) Enhanced financial management reports	(c) Increased percentage of respondents to client surveys who rate the ease of access to financial information as at least "good" or "very good"

Strategy

24.18 This component of subprogramme 2 is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. During the plan period, the focus will be on providing operational support to the Office of the Controller and to all divisions within the Office of Programme Planning, Budget and Accounts. The Service will seek to enhance the operation of its functions, establish backup resources to provide operational support for critical systems and develop a coherent vision and information technology strategy that is consistent with the International Public Sector Accounting Standards and the enterprise resource planning system. The Service will coordinate services; establish standard system platforms and tools; ensure that sufficient controls are implemented across all critical systems; continue to review and compile current Office of Programme Planning, Budget and Accounts business requirements in order to streamline processes; actively participate in the continued implementation of the enterprise resource planning system; and ensure that significant system developments are supportive of the International Public Sector Accounting Standards and the enterprise resource planning system implementation.

Subprogramme 3
Human resources management

Component 1: policy and strategic planning

Objective of the Organization: to elaborate a strategic framework on human resources through policies and planning designed to realign the workforce profile of the Secretariat to meet evolving organizational needs while promoting increased transparency, responsibility and accountability, to establish benchmarks and to improve conditions of service to attract and retain staff

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved human resources planning	(a) (i) Increased number of departments/offices that achieve at least 70 per cent of their objectives in departmental human resources action plans (ii) Reduced the difference between the planned and achieved goals in human resources
(b) Improved monitoring of delegated authority in human resources	(b) Increased percentage of departments and offices expressing satisfaction with support provided in the implementation of monitoring recommendations

Strategy

24.19 This component of subprogramme 3 is the responsibility of the Policy and Strategic Planning Division of the Office of Human Resources Management. Pursuant to the relevant General Assembly resolutions, the most recent of which is resolution 61/244, particular attention will be paid to policy and integrated support services in the areas of human resources planning, information management and the monitoring of delegated authority. Emphasis will be placed on ensuring quality support and guidance in the formulation of human resources policy, in particular in the strengthening of organizational capacity and performance; institutionalizing human resources planning, including succession planning and strategic workforce planning; and strengthening the monitoring function. Particular attention will be paid to the development of proposals to the General Assembly on human resources management policies; the enhancement of coordination with other organizations of the United Nations common system with respect to the implementation of system-wide policies regarding salaries, allowances and conditions of service of staff as established by the General Assembly and the International Civil Service Commission; and the provision of advisory services in respect of Secretariat staff worldwide.

Component 2: recruitment and staffing

Objective of the Organization: to support the sound management of human resources in the Organization and, with respect to staffing, to pay due regard to the principle of equitable geographical distribution in accordance with Article 101, paragraph 3, of the Charter of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	(i) Increased number of departments and offices that conduct systematic succession planning (ii) Increased number of departments that, in partnership with the Office of Human Resources Management, apply strategic recruitment and achieve recruitment targets towards improving geographical distribution and gender balance (iii) Increased number of nationals from unrepresented and underrepresented Member States, including developing countries, in the Secretariat, especially at senior management levels (iv) Reduction in the average number of days a post remains vacant in the Secretariat at all duty stations

(v) Increased number of qualified candidates identified through competitive examinations for the Secretariat as a whole

(vi) Increased number of young professionals available for recruitment, including by improved and more extensive outreach

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Strategy

24.20 This component of subprogramme 3 is the responsibility of the Recruitment and Staffing Division of the Office of Human Resources Management. The component supports the Secretary-General's ongoing reform effort aimed at the development of a more productive, flexible and results-oriented Organization, as described in his report entitled "Investing in people" (A/61/255 and Add.1 and Add.1/Corr.1) and as guided by Member States in General Assembly resolution 61/244. It supports the sound management of the Organization through recruitment of the right staff, at the right time, for the right place throughout the global Secretariat; provides advice and support to managers and staff; and supports the efficient delivery of staff administration services. Emphasis will be placed on quality support, including capacity-building, and guidance in the implementation of human resources policies to ensure consistency of application; improving organizational performance to meet mandates of the General Assembly, in particular on geographical distribution and gender balance; proactive and targeted recruitment strategies; speeding up selection and recruitment; re-engineering staff administration processes; strengthening client orientation and communication; and strengthening the role of information technology in recruitment and staffing. The Division will pursue efforts to ensure consistent organizational standards in recruitment and staffing based on strategic workforce planning. It will strengthen partnerships with Member States, departments and other organizations to conduct outreach campaigns and identify high-quality candidates. It will promote the full utilization of existing rosters, implement measures to improve geographical distribution and gender balance in the global Secretariat and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, tests and assessments. For departments and offices located in New York, the Division will focus on enhancing its services as it continues to provide support to management and staff on human resources management policies, operational processes and procedures, and staff administration.

Component 3: learning and development

Objective of the Organization: to promote organizational culture change in the Secretariat, to build a multi-skilled, versatile and mobile staff to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) Increased staff participation in and successful completion of learning and career development programmes managed by the Office of Human Resources Management
	(ii) Increase in the average number of training and other staff development activities per staff member
(b) Improved working environment	(b) Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility

Strategy

24.21 This component of subprogramme 3 is the responsibility of the Learning and Development Division of the Office of Human Resources Management. The Division will focus on developing the current and future human resources of the Organization by strengthening the integration of the core and managerial competencies into all human resources systems, including recruitment, performance appraisal, career development and training; managing the Organization's staff development programmes; providing support for the career development of staff; implementing mechanisms to encourage mobility to meet organizational needs and to foster a more versatile, multi-skilled workforce; enhancing performance management; supporting staff in balancing their professional and personal lives; and providing staff counselling and advisory services. Emphasis will be placed on working in partnership with programme managers to carry forward the human resources management reform programme to foster the excellence of the Organization's workforce.

Component 4: medical services

Objective of the Organization: to ensure that all staff members, including those on mission, are fit to carry out their duties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved staff health-care services, including rapid and effective medical response to workplace accidents and illness	(a) (i) Increased percentage of clients expressing satisfaction with services rendered

	(ii) Maintenance of average waiting time for clients visiting the walk-in clinics of 10 minutes or less
(b) Increased awareness of staff regarding health issues	(b) Increased number of staff participating in health-promotion activities

Strategy

24.22 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. In working towards the objective of the subprogramme, the Division will continue to provide clinical and health-promotion services to New York-based staff of the United Nations and its funds and programmes, supporting staff access to adequate health care in the most cost-effective manner, advising management on staff benefit programmes and other medico-administrative matters, and regularly updating medical standards and health policies and coordinating them for United Nations system-wide use. The Division will also emphasize the development of some of its functions to further align its activities with the current priorities of the Organization. This will include particular attention to the managerial mechanisms required to address medical needs related to the expanding worldwide field presence of United Nations staff. There will be a further focus on providing mental-health services as part of comprehensive health care; enhancing efforts to ensure the implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment; further simplifying, streamlining and delegating medico-administrative activities to offices away from Headquarters; implementing worksite wellness and prevention programmes; and further developing the implementation of the new occupational health information management system, including the electronic patient record system, to improve the delivery of services; expanding health-promotion and prevention programmes; contributing medical inputs to business continuity planning, including regular updating of the medical aspects of the United Nations contingency plans for an influenza pandemic and collaborating with the host city for a coordinated response. The Medical Services Division will continue to enhance its electronic occupational health management system to further improve the delivery of high-level health care to United Nations field staff and increase its efficiency in the performance of medico-administrative functions.

Subprogramme 4
Support services

Component 1: information and communications technology services

Objective of the Organization: to facilitate the achievement of the operational and strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the area of the management and provision of services	(a) Increased number of services automated
(b) Improved services provided by the Information and Technology Services Division in meeting the strategic goals of the Organization	(b) Increased number of services meeting expected service levels
(c) Increased responsiveness in closing operational gaps	(c) (i) Increased number of services provided according to best practices, as determined by organizations of recognized international stature, such as the International Organization for Standardization
	(ii) Increased number of substantive projects developed and implemented

Strategy

24.23 The subprogramme is the responsibility of the Information Technology Services Division of the Office of Central Support Services, under the strategic direction of the Chief Information Technology Officer. The emphasis of the work programme, as described below, will be in accordance with the information and communications strategy as may be approved by the General Assembly:

(a) Leading the implementation of a global information and communications technology governance framework and approach that defines the methodology and process to be followed for monitoring the performance and maturity level of information and communications technology services and their contribution to the achievement of organizational goals;

(b) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions, including the enterprise resource planning system, with a focus on improving the management of information and resource planning;

(c) Identifying service requirements and defining commensurate delivery and support activities;

(d) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(e) Promoting the use of open-source software in the United Nations Secretariat.

Component 2: other support services

Objective of the Organization: to ensure efficient, effective and high-quality support in the areas of procurement, facilities management, travel and transportation and archives and records management

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of facility services in accordance with users' requirements	(a) Increased proportion of services provided in accordance with service-level agreements with users
(b) Maintenance of efficient and cost-effective travel, visa and transportation services to the Organization at Headquarters	(b) Maintenance of savings achieved relative to the full cost of travel
(c) Improved management of Secretariat's record-keeping	(c) Increased percentage of offices implementing record-keeping standards in the Secretariat
(d) Improved level of readiness on the part of the Secretariat to continue critical operations in case of a disaster	(d) Increased number of organizational units within the Secretariat that have developed and tested their business continuity plan
(e) Enhanced level of quality and timeliness in the acquisition of goods and services	(e) (i) Increased percentage of respondents expressing satisfaction with the procurement service
	(ii) Reduction in procurement processing time
(f) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(f) Increased procurement from vendors from developing countries and countries with economies in transition in United Nations procurement

Strategy

24.24 The subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. It will face particular challenges during the biennial period, which will coincide with the implementation of the capital master plan. The areas most affected will be the facilities management, record-keeping and commercial operations. Given those exceptional circumstances, the emphasis of the work programme will be on:

(a) Coordinating staff moves and the provision of building services to all premises at Headquarters, including swing spaces, in order to minimize disruptions and ensure a safe working environment for all occupants during the refurbishment of the Secretariat building;

(b) Improving, to the extent possible, the efficiency of facility services delivery through the full implementation of the customer relationship management system and real-time monitoring of key performance indicators;

(c) Maintaining efficient and cost-effective travel and transportation services, in particular through best practices and close cooperation and benchmarking with other United Nations system organizations;

(d) Improving the management of the Secretariat's record-keeping standards through the development of a governance framework for record-keeping and the provision of advisory services to facilitate staff moves during the capital master plan process and to support the implementation of standards throughout the Organization;

(e) Expanding areas in procurement where systems contracts can be employed effectively and further improving the quality of procurement actions and the time required to process them through increased automation and the further rationalization of the procurement process;

(f) Improving the efficiency of the mail operations through further automation, including the upgrade and expansion of the mail-tracking system;

(g) Formulating, adopting and implementing a multi-year business continuity strategy and programme management plan;

(h) Development and implementation of procurement policies, rules and procedures to strengthen internal control measures and undertake fiduciary roles with full accountability in the support of procurement activities.

B. United Nations Office at Geneva[15]

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: to ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the programme budget	(a) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation

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[15] The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

(b) Improved monitoring of extrabudgetary activities and client services	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments (ii) Reduced percentage variance between extrabudgetary allotments and expenditures (iii) Reduced number of unsatisfied clients to zero per cent
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements (ii) The absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) Increased percentage of automatic disbursements through SWIFT
(e) Timely and accurate financial transactions	(e) (i) Increased percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days after month's end

Strategy

24.25 The subprogramme is the responsibility of the Financial Resources Management Service. The strategy to be employed to achieve the objective will include:

(a) Participating in the formulation of and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards;

(b) Closely liaising with Headquarters and communicating with and advising, in a timely manner, the entities serviced by the United Nations Office at Geneva in respect of financial management;

(c) Reviewing, on a regular basis, the workflow procedures in order to identify ways of ensuring more effective financial management as well as efficient work processes;

(d) Conducting, as part of ongoing activities, risk assessment, introducing mitigating actions or strengthening systems of control;

(e) Ensuring strict compliance with the Financial Regulations and Rules and the financial policy of the United Nations.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: to maintain a high-quality human resources management system at the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) Increase in the staff mobility index
	(ii) Increase in the average number of training and other staff development activities per staff member
(b) Improved working environment	(b) Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility
(c) Improved staff health-care services	(c) (i) Increased percentage of clients expressing satisfaction with services rendered
	(ii) Decreased average waiting time for clients visiting the walk-in clinic
	(iii) Increased level of satisfaction expressed by entities participating in the United Nations Office at Geneva Joint Medical Service

Strategy

24.26 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on (a) implementing the Secretary-General's programme of human resources reform; (b) improving services in the areas of staff selection and administration, staff development and learning activities in the areas of career development and support, competency and skill development; (c) providing appropriate medical services, including health and wellness programmes, to increase awareness on the part of programme managers and the staff of the Organization's medical standards and policies, thereby promoting staff health and aligning the services provided with the current priorities of the Organization and the clients it serves.

Subprogramme 4
Support services (Geneva)

Component 1: information and communications technology services

Objective of the Organization: to facilitate the achievement of the operational and strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the area of the management and provision of services	(a) Increased number of services automated
(b) Improved services provided by the Information and Technology Services Division in meeting the strategic goals of the Organization	(b) Increased number of services in meeting expected service levels
(c) Increased responsiveness in closing operational gaps	(c) (i) Increased number of services provided according to best practices, as determined by organizations of recognized international stature, such as the International Organization for Standardization
	(ii) Increased number of substantive projects developed and implemented

Strategy

24.27 The information and communications technology services component of the subprogramme is the responsibility of the Information and Communication Technology Service. It will focus on:

(a) Implementing a global information and communications technology governance framework and approach that define the methodology and process to be followed for monitoring the performance and maturity level of information and communications technology services and their contribution to the achievement of the Organization's goals;

(b) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions;

(c) Identifying service requirements and defining commensurate delivery and support activities;

(d) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(e) Promoting the achievement of substantive objectives of the Organization through the implementation of information and communications technology solutions, including the enterprise resource planning system.

Component 2: other support services

Objective of the Organization: to ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and facilities management

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Efficient maintenance of the physical conditions of the facility	(a) Decreased number of infrastructure system malfunctions
(b) Improved efficiency of facility services in accordance with users' requirements	(b) Increased proportion of service requests completed within standard turnaround times
(c) Maintenance of efficient and cost-effective travel, visa and transportation services	(c) Maintenance of savings achieved relative to the full cost of travel
(d) Enhanced level of quality and timeliness in the acquisition of goods and services	(d) (i) An increase in the level of client satisfaction with services rendered by the Joint Purchase Service (Common Procurement Activities Group of the United Nations Office at Geneva and Geneva-based international organizations) (ii) Reduction in procurement processing time (iii) Increased percentage of respondents expressing satisfaction with the procurement service

Strategy

24.28 The other support services component of the subprogramme is the responsibility of the Central Support Services. Emphasis will be placed on enhancing the efficiency of facilities management and providing cost-effective, efficient and high-quality procurement and travel services.

C. United Nations Office at Vienna[15]

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: to ensure the sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the programme budget	(a) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
(b) Improved monitoring of extrabudgetary activities and client services	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments (ii) Reduced percentage variance between extrabudgetary allotments and expenditure (iii) Reduced number of unsatisfied clients to zero per cent
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements (ii) The absence of significant adverse audit findings related to other financial matters
(d) Timely and accurate financial transactions	(d) (i) Increased percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days after month's end (iii) Increased percentage of automatic disbursements through SWIFT

Strategy

24.29 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial control and reporting. The Service will continue to assist all programme entities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in the areas of programme planning, budgeting, implementation and reporting on budget implementation and financial management. The strategy will include: (a) improving client services and simplifying administrative processes; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review procedures and effective budget implementation; (c) strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management; (d) improving current procedures for the administration of extrabudgetary funds, including further increasing the timeliness of responses to client departments and offices; (e) participating in the formulation and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: to maintain a high-quality human resources management system at the United Nations Office at Vienna

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) Increase in the staff mobility index (ii) Increase in the average number of training and other staff development activities per staff member
(b) Improved working environment	(b) Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility

Strategy

24.30 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; and (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4
Support services (Vienna)

Component 1: information and communications technology services

Objective of the Organization: to facilitate the achievement of the operational and strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the area of the management and provision of services	(a) Increased number of services automated
(b) Improved services provided by the Information and Technology Services Division in meeting the strategic goals of the Organization	(b) Increased number of services meeting expected service levels
(c) Increased responsiveness in closing operational gaps	(c) (i) Increased number of services provided according to best practices, as determined by organizations of recognized international stature, such as the International Organization for Standardization
	(ii) Increased number of substantive projects developed and implemented

Strategy

24.31 The subprogramme is the responsibility of the Information Technology Service of the Division for Management. The emphasis of the work programme will be on: (a) monitoring the performance and maturity level of information and communications technology services and their contribution to the achievement of the goals of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime; (b) translating those Offices' functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions, including the enterprise resource planning system; (c) identifying service requirements and defining commensurate delivery and support activities; (d) defining comparable levels of performance with industry benchmarks and monitor performance.

Component 2: other support services

Objective of the Organization: to ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and office space management for the United Nations and affiliated entities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of efficient and cost-effective travel, visa and transportation services	(a) Maintenance of savings achieved relative to the full cost of travel
(b) Improved management of record-keeping at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime	(b) (i) Increased percentage of offices implementing record-keeping standards
	(ii) Introduction and implementation of electronic filing at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, replacing traditional paper filing
(c) Enhanced level of quality and timeliness in the acquisition of goods and services	(c) (i) Increased percentage of respondents expressing satisfaction with the procurement service
	(ii) Reduction in procurement processing times

Strategy

24.32 The subprogramme is the responsibility of the General Support Section of the Division for Management. The focus will be on: (a) maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations located at the Vienna International Centre; (b) improving the record-keeping standards for the United Nations Office at Vienna and the United Nations Office on Drugs and Crime with a view to the achievement of a paperless office, focusing in particular on the electronic distribution and archiving of documents; (c) continuing to improve quality and reduce processing time in the area of procurement through increased automation and the further rationalization of the procurement process wherever possible; and (d) pursuing energy-saving and environmentally friendly measures at the Vienna International Centre.

D. United Nations Office at Nairobi[15]

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: to ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the programme budget	(a) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
(b) Improved monitoring of extrabudgetary activities and client services	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments (ii) Reduced percentage variance between extrabudgetary allotments and expenditures (iii) Reduced number of unsatisfied clients to zero per cent
(c) Improved integrity of financial data	(c) (i) A positive audit opinion by the Board of Auditors on financial statements (ii) The absence of significant adverse audit findings related to other financial matters
(d) Timely and accurate financial transactions	(d) (i) Increased percentage of payments that are processed and transactions recorded within 30 days of the receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days after month's end (iii) Increased percentage of automatic disbursements through SWIFT

Strategy

24.33 The subprogramme is the responsibility of the Budget and Financial Management Service of the Division of Administrative Services. During the biennium, the Service will continue to take full advantage of technological innovations so as to streamline financial and budgetary processes further and to strengthen monitoring, financial control and reporting. The strategy will include:

(a) Managing the utilization of resources by leveraging technology to improve client services and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, workflow procedures to identify ways of ensuring a more efficient and faster response to clients;

(e) Monitor and review the implementation of information technology solutions, including the enterprise resource planning system, as well as the International Public Sector Accounting Standards.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: to maintain a high-quality human resources management system at the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) Increase in the staff mobility index
	(ii) Increase in the average number of training and other staff development activities completed per staff member
(b) Improved working environment	(b) Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility
(c) Improved staff health-care services	(c) (i) Increased percentage of clients expressing satisfaction with services rendered
	(ii) Decreased average waiting time for clients visiting the walk-in clinic

Strategy

24.34 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on:

(a) Streamlining procedures and work processes, introducing automated administrative systems and providing relevant and timely information to client offices;

(b) Identifying and providing targeted training;

(c) Assisting client offices in meeting their human resources action plan targets;

(d) Promoting a service-focused, client-oriented work culture and encouraging critical feedback from offices that are serviced by the Human Resources Management Service;

(e) Improving work/life balance and working environment and providing appropriate medical services, including health and wellness programmes.

Subprogramme 4
Support services (Nairobi)

Component 1: information and communications technology services

Objective of the Organization: to facilitate the achievement of the operational and strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the area of the management and provision of services	(a) Increased number of services automated
(b) Improved services provided by the Information and Technology Services Division in meeting strategic goals of the Organization	(b) Increased number of services meeting expected service levels
(c) Increased responsiveness in closing operational gaps	(c) (i) Increased number of services provided according to best practices, as determined by organizations of recognized international stature, such as the International Organization for Standardization
	(ii) Increased number of substantive projects developed and implemented

Strategy

24.35 The subprogramme is the responsibility of the Information, Communication and Technology Service of the Division of Administrative Services. The strategic focus of the Service in the area of information and communications technology will be to align its information and communications technology programme closely with the overall strategy of the Secretary-General to create an electronic United Nations by providing and enhancing access to and the sharing of information, while offering the best available and most cost-effective set of common information and communications technology services, including the enterprise resource planning system, products and infrastructure to the United Nations entities in or operating from Kenya.

24.36 The Information, Communication and Technology Service will focus on delivering tangible returns in three areas that are considered to be representative of the core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the intergovernmental and expert bodies of UNEP and UN-Habitat. The following elements, as building blocks in the delivery of value-added services to the three focus areas, will be strengthened: (a) a robust infrastructure; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field and Headquarters; (d) automation of business processes and procedural workflows; and (e) the building and efficient utilization of a skilled human resources capacity.

Component 2: other support services

Objective of the Organization: to ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation, facilities management, mail, pouch and archives and record management

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved physical conditions of the United Nations compound	(a) Decreased number of infrastructure system malfunctions
(b) Improved efficiency of facility services	(b) Increased proportion of service requests completed within standard turnaround times
(c) Maintenance of efficient and cost-effective travel, visa and transportation services	(c) Increased savings achieved relative to the full cost of travel
(d) Improved management of record-keeping	(d) Increased percentage of offices implementing record-keeping standards in the United Nations Office at Nairobi, UNEP and UN-Habitat
(e) Enhanced level of quality and timeliness in the acquisition of goods and services	(e) (i) Increased number of long-term agreements such as blanket purchase orders and systems contracts
	(ii) Reduction in procurement processing time
(f) Expanded cost-sharing mechanism and common services	(f) Increased number of subscribing/cost-sharing agencies

Strategy

24.37 The subprogramme is the responsibility of the Support Services Service of the Division of Administrative Services. The Service will seek to harmonize policies and procedures, concentrate on business process re-engineering, build capacity, introduce common services, build partnerships with clients and improve infrastructure. It will focus on:

(a) Reducing the turnaround time for the provision of facilities services;

(b) Improving and upgrading facilities;

(c) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations;

(d) Further improving quality and processing time in the area of procurement through increased automation and the further rationalization of the procurement process;

(e) Facilitating access to archival materials and advocating the adoption of record-keeping best practices by organizational entities in Nairobi.

Legislative mandates
Overall

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report

61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
62/236	Questions relating to the proposed programmed budget for the biennium 2008-2009
62/238	Special subjects relating to the proposed programme budget for the biennium 2008-2009

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

General Assembly resolutions

57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244
59/275	Programme planning
59/283	Administration of justice of the United Nations
59/313	A strengthened and revitalized General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies
61/261	Administration of justice at the United Nations

61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/228	Administration of justice at the United Nations

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
57/575	Results-based budgeting
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/234	Financial reports and audited financial statements, and reports of the Board of Auditors
60/257	Programme planning
61/233	Financial reports and audited financial statements, and reports of the Board of Auditors
61/235	Programme planning
62/223	Financial reports and audited financial statements, and reports of the Board of Auditors
62/224	Programme planning

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
53/221	Human resources management
55/258	Human resources management
57/305	Human resources management
58/144	Improvement of the status of women in the United Nations system
59/266	Human resources management

60/238	Human resources management
61/239	United Nations common system: report of the International Civil Service Commission
61/244	Human resources management
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda
61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna
56/286	Strengthening the security and safety of United Nations premises
57/279	Procurement reform
57/304	Information and communication technology strategy
58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
58/276	Outsourcing practices
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/278	Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna
59/276	Questions relating to the programme budget for the biennium 2004-2005
59/288	Procurement reform
61/246	Procurement reform
61/251	Capital master plan
62/87	Capital master plan

Programme 25

Internal oversight

Overall orientation

25.1 The overall purpose of the programme is to enhance transparency and accountability and contribute to the high efficiency, effectiveness and goal fulfilment in the Organization. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action it considers necessary to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation.[16]

25.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244 and 59/272, the relevant provisions of the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7) and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office works closely with the other United Nations oversight bodies, namely the United Nations Board of Auditors and the Joint Inspection Unit, to ensure work is effectively coordinated.

25.3 The Office strives to achieve accountability and transparency by supporting the Organization as it endeavours to establish an effective and transparent system of accountability and to enhance its capacity to identify, assess and mitigate the risks. To that end, the Office will: (a) propose measures to assist the Organization in establishing a proper internal control framework including a risk management capacity; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the use of the Organization's resources. This will be accomplished through the issuance of timely, high-quality reports on inspection, evaluation, internal audit and investigation, in accordance with applicable international standards.

25.4 The Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with, inter alia, the internationally agreed development goals, including those contained in the United Nations Millennium Development Goals and in the outcomes of the major United Nations conferences and international agreements since 1992. In addition, the Office undertakes a number of measures to support the Organization's commitment to gender mainstreaming, including oversight of United Nations gender mainstreaming efforts.

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[16] The role of the Office of Internal Oversight Services in supporting self-evaluation is subject to revision pending the decision of the General Assembly on the proposals presented by the Secretary-General in his report on an accountability framework, enterprise risk management and internal control framework, and results-based management framework (A/62/701).

Subprogramme 1
Internal audit

Objective of the Organization: to strengthen the Organization's risk management and internal control processes and to contribute to improving governance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and the Secretariat to make decisions based on internal audits, which strengthen internal control and governance processes and improve risk management	(a) (i) Increased mention of the Internal Audit Division's reports in the decision-making of Member States
	(ii) Increased percentage of programme managers that express satisfaction with the accuracy and usefulness of the Internal Audit Division's reports
	(iii) Maintained percentage of critical audit recommendations accepted by programme managers relating to risk management
(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers	(b) (i) Maintained percentage of critical audit recommendations accepted by programme managers relating to accountability, efficiency and effectiveness
	(ii) Maintained percentage of critical audit recommendations accepted by programme managers relating to savings, recoveries of losses and overpayments, and additional income

Strategy

25.5 The Internal Audit Division will place particular emphasis on quality assurance, provision of methodological guidance and training of its staff, which should result in significant improvement in the quality, relevance and timeliness of its reports. The Division will also endeavour to ensure full compliance with the International Standards for the Professional Practice of Internal Auditing and adapt its organization to meet future challenges, such as the implementation of the enterprise resource planning system, the International Public Sector Accounting Standards and the capital master plan. The Division will focus on performing risk-based audits to assist management in establishing and strengthening risk management, internal control and governance in the Organization.

Subprogramme 2
Inspection and evaluation[17]

Objective of the Organization: to strengthen accountability, relevance, efficiency, effectiveness and impact in the implementation of programmes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and the Secretariat to make decisions based on Office of Internal Oversight Services inspections and evaluations, including self-evaluation findings which improve relevance, efficiency and effectiveness in the implementation of the programmes and subprogrammes	(a) (i) Increased percentage of inspection and evaluation findings and recommendations that have contributed to decision-making, resulting in improved efficiency, effectiveness and relevance in the implementation of programmes and subprogrammes
	(ii) Increased percentage of decision makers who rate the Inspection and Evaluation Division's reports to be useful, accurate and objective
(b) Increased ability of Member States and the Secretariat to make decisions, based on findings and recommendations of the Office of Internal Oversight Services pertaining to cross-cutting practices within the Secretariat	(b) (i) Increased percentage of inspection and evaluation findings and recommendations of a thematic and in-depth nature that have contributed to decision-making, resulting in improved efficiency and effectiveness
	(ii) Increased percentage of programmes that are assessed to be conducting good quality self-evaluation as determined by established evaluation norms and standards

Strategy

25.6 The Inspection and Evaluation Division will provide regular, timely and credible information to Member States and the Secretariat to support their decision-making regarding programme planning and implementation. It will be a primary source in the Organization for independent and objective assessments on the attainment of programme results. The Division's strategy is to subject all programmes to independent in-depth assessment within a shorter, regular and periodic cycle in conformity with the requirements of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the

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[17] The expected accomplishments, respective indicators of achievement and strategy are subject to revision pending the decision of the General Assembly on the proposals presented in paragraphs 79 and 89 of the report of the Secretary-General on an accountability framework, enterprise risk management and internal control framework, and results-based management framework (see A/62/701).

Monitoring of Implementation and the Methods of Evaluation, and as an integral part of internal oversight of the Organization. Through a strategic risk assessment exercise to prioritize programmes and to identify topics, the Division's evaluations will focus on providing more in-depth assessment of programme relevance, efficiency, effectiveness and impact, while inspections will primarily respond to emerging risks and will provide focused examinations of management issues and actual or perceived programme vulnerabilities that require corrective action. To address strategic systemic issues of relevance and priority to the entire Organization, the Division plans a regular programme of cross-cutting thematic assessments. To enhance existing synergies, to strengthen methodological rigour and to ensure common quality standards, the Division intends to bring greater convergence to the functions of inspection and evaluation. The Division will also strive to ensure high quality inspections and evaluations through the greater use of subject expertise and more rigorous, expanded data-collection methods. The Division will continue to play its mandated role in supporting self-evaluation within the Organization by providing methodological guidance and standards that can be used by programme managers to strengthen the utility and rigour of their own self-evaluations as a tool for improving performance. In order to provide quality assurance for self-evaluation, the Division plans to conduct validation inspections and reviews, which will provide Member States with reasonable assurances about the credibility and reliability of results reported by Secretariat programmes.

Subprogramme 3
Investigations

Objective of the Organization: to safeguard through investigations the Organization's interests, assets and resources by limiting exposure to organizational risks

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved investigation recommendations which effectively contribute to reducing the Organization's risk exposure and increasing its efficiency and accountability	(a) Increased number of investigation recommendations which effectively contribute to reducing the Organization's risk exposure and increasing its efficiency and accountability
(b) Enhanced accountability and compliance with the rules and regulations by programme managers	(b) Increased percentage of investigation recommendations accepted and implemented by programme managers
(c) Enhanced awareness of programme managers of internal control frameworks related to investigations	(c) Increased percentage of programme managers who received basic investigation training and evaluated it positively

Strategy

25.7 The Investigations Division will endeavour to implement strategies to ensure that major organizational risks are addressed in a rapid and focused manner. Specifically, the issues of sexual exploitation and abuse in peacekeeping missions and economic fraud within the United Nations system will be targeted as part of a comprehensive response to the oversight function of the Office of Internal Oversight Services. The Division will maintain and develop best practices and standard operating procedures to ensure accountability and transparency of the investigation process. Those practices and procedures will provide a consistent and professional approach to the investigations function. In accordance with General Assembly resolution 59/287, the Division places particular emphasis on providing basic investigative training for programme managers and/or their designees, as appropriate, for the handling of minor forms of misconduct. The training will improve the quality of the investigations which, in turn, will safeguard the Organization's assets and resources by limiting economic loss.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B
57/292	Questions relating to the programme budget for the biennium 2002-2003
59/270	Reports of the Secretary-General on the activities of the Office of Internal Oversight Services
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolution 48/218 B and 54/244
59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations
60/1	2005 World Summit Outcome
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/257	Programme planning
60/259	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
61/245	Comprehensive review of governance and oversight with the United Nations and its funds, programmes and specialized agencies
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services

Programme 26

Jointly financed activities

A. International Civil Service Commission

Overall orientation

26.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

Objective of the Organization: to coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of a high quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management system (ii) Percentage of recommendations adopted by the Commission
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of the organizations	(b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification

	(ii) Maintenance of the completion rate of all requests for hardship classification of field duty stations (250 per year)
(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

26.2 To accomplish its objectives and bearing in mind the limitations imposed by Member States on their national civil service, the Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on their administration; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation[18]

26.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

26.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of and shall be responsible to the General Assembly and similarly to the competent legislative organs of its participating organizations.

26.5 On the basis of its statute, the Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The first and second are submitted in its annual report, which is published as a supplement through which the Unit reports on its performance, which is assessed by the General Assembly.

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[18] Following the normal format, a strategy paragraph is included after the log frame. However, in the case of the Joint Inspection Unit, none was provided.

26.6 In accordance with article 19 of its statute, the Unit shall be assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.'

26.7 As established in the follow-up system of the Joint Inspection Unit and endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, the recommendations included in those reports must be: (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well supported by the facts and analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific regarding actions to be taken, and those responsible for taking actions, so that implementation and resulting impact can be clearly tracked, that is according to SMART (specific, measurable, attainable, relevant and time-bound) mandates. The Joint Inspection Unit secretariat has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they are issued, for disclosure in the annual report of the Unit.

Objective of the Organization: to assist the Unit to improve management, to ensure optimum use of available resources and to achieve greater coordination between the participating organizations of the United Nations system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organization to make decisions, based on independent evaluations and inspections, which improve the efficiency, effectiveness and relevance of the subprogrammes/programmes	(a) (i) The rate of acceptance and implementation of recommendations by the participating organizations (ii) The number of reports, notes and management letters issued during the biennium
(b) Effective monitoring of the steps taken by the participating organizations to ensure timely and informed consideration of JIU reports and their recommendations by the legislative organs	(b) (i) The number of organizations that have established follow-up system on JIU reports, notes and their recommendations (ii) The rate of acceptance and implementation of recommendations by the participating organizations (iii) The number of reminder notices to be sent by the Unit and acted upon by participating organizations

C. United Nations System Chief Executives Board for Coordination

Overall orientation

26.8 The United Nations System Chief Executives Board for Coordination (CEB) is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system organizations in accordance with their respective mandates and in response to decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative and management questions with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits.

26.9 In 2007, under the leadership of the Secretary-General, CEB undertook a review of its role and functioning. The Board agreed on the need for strengthening its structure to be able to address programme, management and operational activities. In this regard, it is expected that prior to the biennium 2010-2011, the Board will have established the United Nations Development Group as the third pillar in the CEB structure, responsible for the coordination of country level development operations.

26.10 In the biennium 2010-2011, CEB will continue to strengthen its integrated approach among the High-level Committee on Management, the High-level Committee on Programmes and the United Nations Development Group. The Board will continue to focus on accelerating progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992. To this end, CEB will ensure greater coherence among the organizations of the system. Its efforts system-wide will continue to be concentrated on: deepening understanding of global issues and improving knowledge management; achieving an inclusive, purposeful mobilization of all resources and capacities; and helping to increase transparency and accountability. The Board will continue to devote its energy and efforts to strengthen the support of the system for the implementation of the triennial comprehensive policy review of operational activities for development of the United Nations system and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of both climate change considerations in the work of United Nations system organizations and a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system. CEB will also continue to enhance and monitor the effective coordination of system-wide efforts against hunger and poverty. The Board will also continue its efforts to ensure the security and safety of United Nations system personnel, including by enhancing system-wide support for an effective and unitary security management system. It will work on furthering cooperation in advancing accountability and transparency in the work of the organizations of the United Nations system; in strengthening human resource management; in supporting efforts to reform the common system; in utilizing information and communication technology for better management and better programme delivery; and in promoting best practices and lessons learned in the area of management and in policy development and programme delivery through, inter alia, harmonized business practices and improved platforms for knowledge-sharing. CEB will focus all its efforts on ensuring the common goals of a timely and results-based response to the policy directions and mandates of Member States.

Objective of the Organization: to leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Increased number of coherent and coordinated initiatives by the United Nations system
	(ii) Number of joint or complementary programmes and projects with strategic impact, task-specific inter-agency networking, time-bound working groups and other facilitating initiatives and activities to strengthen system-wide follow-up to intergovernmental decisions
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations	(b) (i) Increased number of coordinated system-wide responses to ICSC initiatives, staff management issues, financial and budgetary matters and oversight reports
	(ii) Number of measures taken and, when needed, the assessed impact on all corresponding instructions and guidelines
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) Continued reduction of new applications, common platforms and knowledge-sharing networks in use and shared by programmes within the United Nations system and with Member States and inter-agency sharing of Intranets
(d) Enhanced coordination within the United Nations system related to the adoption and implementation of the International Public Sector Accounting Standards according to the agreed timetable	(d) Number of meetings held and harmonization measures agreed within the United Nations system on accounting policies and practices for the timely implementation of the International Public Sector Accounting Standards

Strategy

26.11 During the biennium 2010-2011, the high-level committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions pertaining to the promotion of global, regional and country-level coherence within the work of the United Nations system, and management and administrative issues to enhance the capacity of the organizations by the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system so as to enhance the system's overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals. The United Nations Development Group will continue to promote coherent and effective oversight and guidance with regard to country-level operations. As necessary, the Committees will draw on inter-agency networks and task forces to strengthen linkages between the normative and operational work of the system and to ensure that the main horizontal policy themes — sustainable development, human rights and gender — are taken into account in decision-making. The High-level Committee on Management will continue to focus on inter-agency cooperation to reinforce measures for the security and safety of United Nations system personnel, including by strengthening the "security management system"; promote accountability and transparency across the system; and disseminate best practices, modern management approaches and partnerships in all areas of management, including human resources, procurement, legal issues and finance and budget management. In the area of information and communications technologies, the Committee will continue the elaboration and implementation of the United Nations system strategic framework for information and communications technology, focusing on such areas as knowledge-sharing; enterprise resource planning systems and payroll; information and communications technology governance, best practice and business case development; service sourcing; inter-agency connectivity; common application solutions and information and communications technology training for senior officials; strengthening inter-agency cooperation in this area and supporting the work in the programme, management and administrative areas through new technological tools.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238 and 62/226	Joint Inspection Unit
61/260	Programme of work of the Joint Inspection Unit for 2007

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolutions and decisions

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

57/295	Information and communications technologies for development
59/250 and 62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system

Programme 27

Safety and security

Overall orientation

27.1 The purpose of the programme is to enable the safest and most efficient conduct of the programmes and activities of the United Nations system by providing leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276 and subsequent resolutions.

27.2 The overall objectives of the programme are: (a) to enable the effective conduct of United Nations activities by ensuring a coherent, effective and timely response to all security-related threats and other emergencies; (b) to ensure effective risk mitigation through the establishment of a coordinated security threat and risk assessment mechanism in the framework of a common system-wide methodology in full cooperation with national authorities of host countries; and (c) to develop high-quality best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

27.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce our common vulnerability, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working closely with the security services of all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

27.4 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the period 2010-2011, the Department will continue to focus on enhancing coordination of the United Nations security management system; ensuring the implementation of policies and procedures relating to the security and safety of United Nations personnel and their eligible dependants, visitors, delegates and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will take the lead in coordinating the activities of the United Nations system security and safety network. Measures will also be undertaken to strengthen capacity in the Department to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

Subprogramme 1
Security and safety coordination

Objective of the Organization: to protect staff, delegates, visiting dignitaries and other visitors on the United Nations premises, to prevent damage to United Nations property, to provide safe and secure facilities and to ensure an appropriate emergency response mechanism, 24 hours a day, 7 days a week

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions	(a) (i) Increased compliance with headquarters minimum operating security standards for United Nations headquarters locations and regional commissions
	(ii) Decreased number of unauthorized entries to United Nations premises
	(iii) Reduced number of safety-related claims submitted
(b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions	(b) Increased number of personal protection operations coordinated across United Nations headquarters locations and regional commissions
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	(c) (i) Compliance with required number of full and partial evacuation drills conducted at United Nations headquarters and regional commissions
	(ii) Improved effectiveness of crisis and contingency plans developed to respond to crisis events and security emergencies

Strategy

27.5 The subprogramme is the responsibility of the Division of Safety and Security Services. The strategy for implementing the subprogramme will focus on ensuring a secure and safe environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing coordination of security- and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving crisis and emergency response efficiency at United Nations headquarters and regional commissions; and (g) increasing the level of professionalism of security and safety personnel through the provision of specialized training on a continuous basis, which will also maximize the use of officers for multiple specialized security functions. Priority will also be given to enhanced coordination of close-protection operations by striving to continuously enhance the monitoring and coordination of close-protection operations and provide guidance on close protection of senior United Nations officials and providing the highest standard of technical expertise and assistance for all issues related to personal protection.

Subprogramme 2
Regional field coordination and support

Component 1: regional field operation coordination

Objective of the Organization: to enhance the protection of staff members of the United Nations system, associated personnel, eligible dependants and facilities at all duty stations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved security and safety of staff members of the United Nations system, associated personnel and eligible dependants	(a) (i) Maintenance of percentage of up-to-date security risk assessments at the country level in full cooperation with the national authorities of host countries
	(ii) Increased compliance with minimum operating security standards by duty stations
(b) Timely response to security incidents	(b) (i) Completion and exercise of all country-level security contingency plans, as well as those of the Department of Safety and Security
	(ii) Increased capability to deploy or redeploy field security officers at 24 hours' notice
	(iii) Rapid initial reporting of major incidents affecting the United Nations in the region
(c) Enhanced security management system	(c) (i) Strengthened partnerships with host countries regarding the safety and security of United Nations personnel, facilities and equipment
	(ii) Expanded field support by security advisers and field security coordination officers outside the capital area

Strategy

27.6 The subprogramme is the responsibility of the Division of Regional Operations and Field Support. The strategy for implementing the subprogramme will focus on creating conditions to minimize security-related incidents by:

(a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of established security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) ensuring the timely updating and high quality of all country-level security risk assessments; (e) assisting and monitoring the implementation of the minimum operating security standards at all duty stations and in the security components of peacekeeping operations and humanitarian and other special missions in the field; (f) carrying out situational analyses of the extent of participation of the host country in strengthening United Nations security; (g) updating security and safety guidelines and directives; (h) coordinating with the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field; and (i) strengthening partnerships with the host country regarding the safety and security of staff, facilities and equipment of the United Nations system. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system. Efforts will also be made to increase the number of security management teams that undertake joint country planning as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of programmes.

Component 2: field support

Objective of the Organization: to increase the safety and security knowledge and skills of multiple clients of the United Nations security management system, to reduce and/or prevent critical-incident stress and to enhance crisis-management coordination within the United Nations security management system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress	(a) (i) Increased percentage of staff and their families in the field who have received stress-management training (ii) Increased number of counsellors trained in critical-incident stress management in emergency settings (iii) Increased level of coverage for United Nations staff requiring emotional first aid and psychological damage control following reported critical incidents

(b) Strengthened capacity of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training	(b) (i) Increased percentage of common security and safety training standards across the United Nations security management system
	(ii) Increased percentage of United Nations staff at headquarters and field locations who have received security training relevant to their duties and responsibilities
	(iii) Increased percentage of designated officials and security management team members undertaking security training to enhance their abilities to fulfil their security responsibilities
	(iv) Increased percentage of Department of Safety and Security field security officers undertaking training and enhanced skills development
(c) Improved planning and preparedness for responding to crisis events and emergencies at all United Nations locations worldwide	(c) (i) Increased percentage of United nations personnel and eligible dependants that can be tracked at any given moment in all United Nations locations worldwide
	(ii) Improved effectiveness of crisis and contingency plans developed to respond to crisis events and security emergencies

Strategy

27.7 The subprogramme is the responsibility of the Field Support Service. The strategy for implementing the subprogramme will focus on creating conditions to minimize security-related incidents by: (a) developing crisis-management response plans, capabilities and procedures; (b) translating security and critical-incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (c) conducting regional workshops and seminars on security and safety issues, including on stress management; (d) developing and updating related training materials, taking into account gender-specific material; and (e) providing counselling services to staff exposed to critical-incident stress, as needed.

Legislative mandates

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel

55/468	Security arrangements at the United Nations Office at Geneva
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel
56/286	Strengthening the security and safety of United Nations premises
57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
59/211	Safety and security of humanitarian personnel and protection of United Nations personnel
59/276, sect. XI	Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations
60/123	Safety and security of humanitarian personnel and protection of United Nations personnel
61/263	Strengthened and unified security management system

Security Council resolution

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and associated personnel

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